

**PARTICIPATORY MANAGEMENT AND EMPLOYEES'  
PERFORMANCE IN SELECTED WATER SERVICE PROVIDERS  
IN MURANG'A COUNTY, KENYA**

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BUSINESS (HUMAN RESOURCE MANAGEMENT) OF  
KENYATTA UNIVERSITY**

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## DECLARATION

I declare this thesis as my original work which to the best of my knowledge has not been presented for examination in any other institution of higher learning.

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## **DEDICATION**

My dedication goes to my wife Lydia, children; Linet and Earnest for their valuable cooperation and sacrifice shown for me to complete this thesis. Their care, concern, backing, inspiration and interest shown encouraged me to accomplish this goal. Special dedications to my mother Lucy Njeri who my first mentor always is inspiring me with her prayers, love and wisdom and for all the efforts she put to ensure that I attend school.

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## OPERATIONAL DEFINITION OF TERMS

<b>Administrative laws</b>	System of rules regulating actions of employees and organization.
<b>Affective commitment</b>	Psychological affection and connection to a firm.
<b>Consultative Management</b>	Participative process by use of joint decision making, suggestion plans and attitude surveys to determine inclusivity.
<b>Continuance commitment</b>	The extending employment stirred by benefits with exiting an institution.
<b>Controlled Programmes</b>	Set of related activities ordered with long-term aims.
<b>Delegation</b>	Giving decision-making authority to lower-level employees by use of elements for example increased autonomy, task specification and entrusting functions.
<b>Employees Commitment</b>	State of mind that binds employee in the organization through continuance commitment, normative commitment and affective commitment levels.
<b>Employees' Performance</b>	Anticipated employees results in relations to productivity, service effectiveness and timeliness of output.
<b>Leadership</b>	Ability to guide other individuals and teams to exercise high control.
<b>Normative commitment</b>	Compulsion to remain in an organization categorized as universal value of reliability and obligation.
<b>Participatory Management</b>	Empowering employees through schemes such as consultative management, quality circles, representative participation and delegation to participate in decision-making.
<b>Political Environment</b>	Dynamics arising from variations in government strategies, laws, leadership and programmes

impacting on the capacity of commercial bodies in attaining their goals.

**Productivity**

Measuring the way an employee translates contribution resources into goods and services.

**Quality Circles**

Collections of employees, undertaking comparable work in an organization who meet to resolve work related problems guided by group's involvement, supportive policies and participation opportunities.

**Representative Participation**

Widespread workers involvement through initiatives such as workers directors, trade unions and joint committees in decision making.

**Service Effectiveness**

Ability and capacity of employees to provide the best product within the finest and valuable operative structure.

**Timelines of output**

Measure of employees' performance prudent with respect to users' needs.

## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>ANOVA</b>	:	Analysis of Variance
<b>APA</b>	:	American Psychological Association
<b>AWWDA</b>	:	Athi Water Works Development Agency
<b>CVI</b>	:	Content Validity Index
<b>GOK</b>	:	Government of Kenya
<b>ISO</b>	:	International Organisation for Standardization
<b>KMO</b>	:	Kaiser-Meyer-Olkin
<b>NACOSTI</b>	:	National Commission for Science, Technology and Innovation
<b>QCs</b>	:	Quality Circles
<b>RBV</b>	:	Resource Based View
<b>SACCO</b>	:	Saving and Credit Cooperatives Society
<b>SMEs</b>	:	Small and Medium Enterprises
<b>SPSS</b>	:	Statistical Package for Social Science
<b>U.S. A</b>	:	United States of America
<b>VIF</b>	:	Variance Inflation Factor
<b>WASREB</b>	:	Water Service Regulatory Board
<b>WSPs</b>	:	Water Service Providers

## ABSTRACT

Globally, organizations are persistently considering methods to enlarge their companies in relations to employees' performance. Water service providers have addressed participatory management by involving their employees in decision making. This study established how participatory management affects employees' performance in selected water service providers in Murang'a County, Kenya. The following objectives guided the research to: determine the effect of consultative management, quality circles, representative participation and delegation on employees' performance. The study further sought to examine how political environment moderates the relationship between participatory management and employees' performance in selected water services providers in Murang'a County and to evaluate mediating influence of employee's commitment on participatory management on employees' performance. The study was anchored on role theory, resource-based theory, Servqual model and collegial model. Positivism philosophy was embraced and assisted in investigating relationships among variables. Both descriptive and explanatory research design were used. Target population comprised 5 water service providers in Murang'a County stratified under top level management, middle level management and lower level. The inquiry adopted primary and secondary data. Self-administered questionnaires aided in collecting primary data. A sample of 206 participants was considered through simple random sampling technique. The statistical package for social science application software type 21.0 was used to analyze data. Validity of the instruments was ensured through construct and content validity. Cronbach's Alpha with a coefficient of above 0.7 was used to test reliability. Data was analyzed using inferential and descriptive statistics. Descriptive statistics used to define variables characteristics included standard deviation and aggregate mean score while inferential statistics involved both multiple linear regression analysis and correlation analysis. Correctness of the data was certified by conducting diagnostic tests which included normality test, linearity test, multicollinearity test, heteroscedasticity test and sampling adequacy test. The results were presented using tables and charts. Hypotheses were tested using correlation analysis using significance level of  $p < 0.05$ . The results of the research showed consultative management, representative participation and delegation positively and significantly affected employees' performance while quality circles negatively but insignificantly affect employees' performance. Political environment had a significant moderating effect on the relationship between participatory management and employees' performance while employee's commitment did not mediate the relationship between participatory management and employees' performance. The study concludes that participatory management through consultative management, quality circles, representative participation and delegation is vital and significantly affects performance of employees in water service providers in Murang'a County, Kenya. The study recommends water service providers in Murang'a County to engage more in participatory management as it positively and significantly affects employees' performance. The study also recommends that Kenya government ought to come up with policies to guarantee organizations which have employed participatory management initiatives to get backing throughout the period they are implementing and after implementation of participatory management for uninterrupted employees' performance. The ministry of water and sanitation ought to work cautiously with the water industry regulators to tactically develop a superior understanding of political operating environment undercurrents for greater employees' performance. The management of water service providers in Murang'a County, Kenya to institute programmes that will ensure employees is committed to the job and organization.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the Study**

Globally, performance of employees remains a treasured advantage to achieve output, efficiency and value in giving taste to performance (Gabcanova, 2011). In describing employees' performance indicators, Lee and Sukoco (2007) propose that performance of employees is a dynamic concept and separately every performance degree is important regardless of the parameters used to measure it. According to Hitt, Ireland, Camp and Sexton (2011) employees' performance is the building block of an association irrespective of its scope and the lone element converting resources into goods and services to offer a competitive advantage.

As numerous organizations cope with encounters to entice participatory management, it's important that directors and executives use variety of participatory approaches to realize employees' performance (Kombo & Oloko, 2014). Greenfield (2004) asserts that employees' performance is important in developing or developed countries as they depend on performance of public institutions which thrive from employees' performance.

According to Mwita (2012) almost all participatory management packages which affect employees' performance items are executed through supervisors who deliver the practices. This school of thought is echoed through Saeed, Mussawar, Lodhi, Iqbal, Nayab and Yaseen (2013) who perceive that there is an existing in executing participatory management practices. Water service providers operate countrywide; therefore the need to implement dependable and homogeneous participatory



management features to circumvent discrepancies on what manner employees should be managed in the water sector (Ngatia, 2014).

Kuvaas(2008; Sofijanova & Chatleska, 2013) observed that a country which embraces participatory approaches in executing its programmes becomes stable since projects are efficiently done through a range of stake holders by provision of solutions which enhances performance of employees. American consultants and academicians are adopting foremost theories of human resource that are geared to promote employees' performance practices in their organizations (Kim & Wright, 2010). Americans incline to be extra future concerned and aspect to fresh ideas to change with supplementary designed participatory systems for instance use of quality circles which directly affect employee's efficiency, performance and morale (Deresky, 2013).

In Europe most managers value employees' performance and encourage participatory management and tend to emphasize quality in employees' performance (Amirinia & Amiri, 2015). Grant (2012) observes that discussions on workers' participation in policy formulation began far back in 1974 in the British labour movement where workers demanded consultation on issues affecting their lives. In many countries with graded cultures such as China, Germany, India, and Turkey participatory management is repressive since the concluding resolutions rest with the top management (Abdulai, 2014). In Sweden for instance, participatory management authority is decentralized and regionalized through delegation (Wright, 2013).

McCullough (2015) citing Choudhry (2009) noted that Africa and South Asian countries (except India) employees' performance expectations are so high. The performance level in 2005 in sub- Saharan Africa economies was the lowest among

all regions. Further to this Muindi (2012) emphasized the need to pay more attention in improving employees' performance and stressed the importance of sub-Saharan countries' strengthening governance and human capital through participatory approach.

In the Kenyan context, access to clean water and other sectorial services requires stakeholder's participation (Muchiri, 2012). Consequently, water service providers need to progressively embrace the perceptions of participatory management to increase employees' performance (Boeddeker, 2011). Accordingly, this study looked at political environment and used it as a moderator variable revealing the connection between participatory management and employees' performance. Although the fact those political leaders remain influential, their position on the affiliation in the middle of participatory management plus employees' performance is largely ignored. Overlooking the role of leaders can create a boundless omission since leaders supervise the functional success of participatory management features (Muindi, 2017).

The few studies reviewed have demonstrated a tendency of ignoring the performance of employees in service segment since a big number of the studies focused on the manufacturing sector. It's imperative therefore to carry out a study in public segment bordering on service delivery model hence this study. The studies tested participatory management elements but have not factored in moderating and mediating effects of political environment besides employees commitment respectively on employees' performance. Based on the above address, this study ascertained whether participatory management, political environment and employees commitment have exceptional

effect on employees' performance in service industry specifically water services providers in Murang'a County, Kenya.

### **1.1.1 Employees' Performance**

According to Hitt (2011) insubstantial assets are further likely than noticeable resources to yield a competitive advantage to promote employees' performance. This was supported by David (2014) that a firms' employees' performance is influenced by its capacity to protect and use the intangible resources it generates which could be productivity, effectiveness and timeliness of output. Companies are forced to compete and act professionally to have capable employees to help them create competitive advantage in service delivery (Mwita, 2012). Jena and Rautaray (2010) argues that performance of employees is about the results obtained from employees after being allocated a certain task within the organizations. Frese (2011) contends that employees' performance indicators involve effective service provision, high output and aptness of output. Yang (2008) on individual performance proclaims success by accomplishing attending regular meetings. This is in line with WASREB 2018/17 impact report which encourages water service provider's management not to undervalue constant meetings to enhance participatory decision making through joint decision making initiative.

In line with Memari (2013) employees' performance is greatly felt where reward of performance is practiced through participation. Productivity of employees is highly influenced by attendance, which is significant to guarantee justifiable performance to complete the obligatory responsibilities and evade administration conflict and reduced performance (Ruokolainen, 2011). According to Cardy (2014) employees' performance is essentially the result of how input is well and timely transformed

into output to demonstrate the ultimate efficiency in front of superiors, consumers, proprietors and co-workers. This echoes Kombo and Oloko (2014) arguments that participatory approach in decision making are important in service delivery sectors to realize employees' performance. In view of this assertions water services providers in Murang'a County should not be exceptional.

Tohidi (2010) argues that service effectiveness is the capacity of workforce to meet the estimated intentions or target. Timeliness of output is the characteristic of services with aptitude to gratify the quantified or inferred needs (Armstrong, 2010). To a certain the above concern on timelines of output as a measure of employees performance, this study looked at the main specific and structural employees performance oriented results which are close to self and administrative level in water service providers in Murang'a County. Employee's outcomes as well as behaviours that enhance effectiveness are some of the measures that Allen and Collins (2013) proposed that can measure performance of employees. They further argue that individuals skills, knowledge and work experience contributes significant on employees' performance.

According to Kagaari *et al.*, (2010) employees' performance narrows down to productivity speed of delivery and effectiveness. Employees remain a central reserve therefore imperative to augment the involvement of employees to the business and to understand determinants of employees' performance (Elnaga & Imran 2013). In today's prompt and active work situation, firms and institutions are gradually acknowledging the role of participatory initiatives are playing not as means of governing or controlling but as human resource mechanisms of achieving important

employees' performance milestones (Mwita, 2012). This is therefore expected to be reciprocated in the water service providers in Murang'a County Kenya.

Armstrong (2010) asserts that performance of employees is linked to appropriate accomplishment (timeliness) of errands at work and the outcomes realized. When workforce performance is extraordinary the overall performance of the firm will upsurge (Hueryren & Dachuan, 2012). Performance is guaranteed and measured when the set goals are achieved and quality of service is at best (Mutai, 2015). According to Frese (2011) service giving organizations require participation of employees in decision making to enable them realize their objectives. This is not exceptional in the water service providers to enable them accomplish their service delivery (Moraa, 2012).

Bormann and Motowidlo (2010) give a distinction about effort against performance of employees. Effort is associated with individual aptitudes where teams execute accomplishments but employees' performance stands interrelated on valuation of whether an employee partakes the job well. Greenfield (2004) illustrate that in organizations which value employees' performance contemplate observing to what employees say as central as setting goals. Although there are a number of participatory practices, the assignment to the human capital directors is to comprehend the latitudes with the biggest constructive effects on employees' performance (Albdour & Altarawneh, 2014). This study focused on the latitudes in a more compelling way scaling down to the water sector to bring out the interconnection between participatory management and employees' performance.

Employees' performance benefits are enhanced by providing numerous opportunities to employees, which may be improved through workers' involvement in the

operations (Wall, 2009). The use of non-financial measures in determining employees' performance in participatory management studies is most preferred as recommended by (Frese, 2011). According to Wall (2009) a human resource management relationship classic capturing functional concert processes such as effectiveness, output and timeliness is key. The study main focus was on non-financial measures of performance. According to (Mutai, 2015) financial measures demonstrate biased opinions when scrutinizing employees' performance. Again, monetary dealings lead to a diminutive tenure positioning on the firm in regards to respect to the managing of human capital. This study adopted non-financial measures; service effectiveness, productivity and timeliness of output as measures of employees' performance since non-financial dimensions do not emphasis on instant results over a short period of time (Mutua *et al.*, (2012).

### 1.1.2 Participatory Management

Although progression in the course of recognising exactly the participatory management practices are connected to improved employees' performance has been insufficient, it is worth noting that four key factors where participatory management initiatives might be advanced. These include consultative management, quality circles, representative participation and delegation (Hamna, 2011; Mathias & Jackson, 2009).

Additionally scholars such as David (2010) are of the opinion that a number of participatory management initiatives are better than others and organizations should make use of them. Employee's participation is categorized as direct and indirect. Direct participation may take place through goal-setting plans by individuals, consultations, forming employees into quality circles, and delegating to others.

Indirect involvement includes use of employee's selected agents or shop stewards (Noah, 2008).

As observed by Robert (2011) participatory management help to advance an accomplishing philosophy that boosts extraordinary employees' performance in ranges for example production and effectiveness of employees and ultimately influence towards shareholder value. Employees form groups such as unions and quality circles to decide objectives to be achieved by developing joint actions (Aronowitz, DeSmet, & McGinty, 2015). According to Bryson and Freeman (2012) participating in management involves a strategy to attain a more vigorous and competent management by dividing responsibilities between leaders and the resource users. According to Pritchard (2008) and Osman (2011) and cited in Boeddeker (2011) participatory management can be classified in the following categories: consultative management, delegation and team based representation. Chen and Tjosvold (2011) asserts that participatory management enhances team work and increase decision making that it is accomplished by group participation for enhanced employees' performance. Al-Tarawneh (2012) encouraged the requisite to scrutinise the aspects that undesirably impact on the operational application and preservation to participatory approach. This has been a matter of concern on how excellent participatory management should be executed. Moraa and Salim (2012) in a study done through hypothetical works divulge inadequate proof regarding influence amid participatory management and output of employees in water service providers.

In Kenyan context Mutai (2015) reported diversified responses concerning actuality and degree of embracing of participatory management through Kenya's organizations. A study by Oloo and Orwar (2016) distinguished Kenya's organizations as gently

approving and applying participatory management to benefit employees. According to Chen (2006) the requirements of participatory management series are built on participatory principles which include: fair representation, association of people, groups involvement and constant consultations. Applicability of participatory management practices as discussed in this study is reinforced by the mantra of the importance of the water services providers which are important in stimulating growth and expansion of employee's productivity. The current study used four variables; consultative management, quality circles, representative participation and delegation to measure participatory management.

Consultative Management according to Jimenez, Fasci, and Valdez (2009) encompasses power-sharing, organizations building, instituting of trust and collective social learning and problem-solving abilities. Exchange of thoughts, material and knowledge among the manager and employees is apparent (Sukirno & Sunyinta, 2011). Managers requests for and obtains participation by employees but conserves the right to handle the verdict (Luthans, 2011). Instances of consultative involvement include joint decision making with superiors, attitude assessments (surveys) and employee's suggestion plans which were factored in this study. According to Jena and Rautaray (2010) managers do not consult on every issue, they set a climate for consultation. Consultative management allows managers to interact with employees easily than going through committee procedure (Ezennaya, 2017). Quality circles are collections of employees undertaking comparable work in an organization who meet to resolve work related problems guided by group's involvement, supportive policies and participation opportunities (Subbulakshmi, Nagarajan & Felix, 2012). To promote collective decision making through groups and well-structured supportive policies guided by tenants of giving employees opportunities to



participate there must be responsibility in group process and notable problem-solving Skills (Amirinia, 2015).

Quality circles can result in intangible benefits concerning employees and improve morale, attitudes, and job satisfaction (Seo, Lee, & Moon, 2016). Quality Circles provide improved organization effectiveness, a positive impact on employee's approaches to the work situation, job fulfillment as well employees' performance (Rathnakar, 2012). Representative participation entails employees electing directors or associates to voice their interest in management gatherings (Hopkins, 2011). Walters (2005) insist that worker representation and consultation through committees produced better job outcomes than management acting alone. Rolková and Farkašová (2015) in a study on features of participatory management highlighted group involvement, participatory management policies and opportunities as key features of participatory management.

The process of representation often occurs as part of consultation and may reveal possibilities for a mutually acceptable compromise even when employees are not passionate about their representatives' goals. Throughout the previous half century there has been substantial investigation on representative governance (Kagwira, 2017). According to Magnusson (2017) it is a secondary form of contribution since a sizeable number of staff contributes openly in the decision making. This may occur through trade unions, joint committees and workers' representatives. Martínez-Lucio and Keizer (2015) found that trust should be reinforced by creating strong unionized establishments. According to Evangelos (2010) societies deter growth of a well cultured representation since they have inadequate stability and objectivity while executing their role in handling the agents of representation. Delegation involves

sharing and assigning roles collectively in an organization involving three major elements; increasing autonomy, task specification and entrusting functions among other elements (Kombo, Obonyo & Oloko, 2014).

Tay and Diener (2011) confirms that task specification for instance enhances efficiency of personnel as it consents them in setting the preferred confines, regulate worth, rectify faults and strategize their effort. According to Gupta (2008) entrusting functions to others make work motivating by accumulating its opportunity on considering the tasks achieved. Delegation contributes in allowing assistants a chance to suggest new concepts and building confidence improving operations and performance (Eddie, 2010).

### **1.1.3 Political Environment**

According to Awino (2012) political environment refers to forces, issues and dynamics arising from variations in government strategies, laws, leadership and programmes which impacts on the capacity of commercial bodies in attaining their goals. Political environment seems to be external of management's control creating challenges to outline, forecast, and align with intentions swaying decision making (Pearce & Robinson, 2011). Nkirotte (2004) contends that the dynamic natures of political environment need a change of tactics and strategies for employees to survive in a complex environment.

In Kenyan context Awino (2012) describe political leadership in Kenya as a central factor for self-organization. Leadership is applied by significant individuals with the capability to represent the wellbeing of the citizens, building upon prevailing awareness and establishments to unravel complications. In line with study by Machuka and Aosa (2011) most organizations can do little to control their political

environment and need to come up with creative ideas like training their employees and enhancing participation in decision making to face the ever emerging political environment issues. A phenomenon this study explored.

In support of Akintayo (2012) political environment has been characterized by a combination of productive assets like leaders and policies with an aim of combining together to accomplish a shared purpose. Saeed (2010) on the other hand, view factors like leaders and administrative laws being classified as basic variables which greatly sway employees' performance. Laws and leaders can shake a whole human capital segment and their management requires organization to be precise in decisions and policies making for firms to perform well and participate at various levels politically (Evangelos, 2010).

Employees' performance is a strategic and integrated approach and organizations that fail to adapt to political environment at the end do not survive (Awino & Kariuki, 2012). Water service provider's stability has been influenced by the political environmental variables which include administrative laws, leaders and other stakeholders (Aosa, 2011). In line with (Mawia, 2017) the influence of political leaders and laws on the performance of employees are significant. These variables are espoused in this study.

More favorable political conditions are projected to affect service delivery since employees' performance is subjective to the ability of employees to cope with political environment (Psomas, 2012). Leveled through this proof, political environment and its moderating part upon connection on participatory management and performance of employees remain ungauged. The preceding studies, clearly shows that the effect of laws and leaders on the political environment and

performance of employees is unsettled. This study hence explained moderating effect of political environment in relation to participatory management and employees' performance.

#### **1.1.4 Employees Commitment**

Globally employee's commitment is viewed as a belief that connects feelings of organizational values and objectives with individual standards and objectives (Hakim, 2015). Employee's commitment to a business entails creating a psychological bond between the employee and the organization (Lau, 2011). Employee's commitment occasions three components: continuance commitment, normative commitment and affective commitment (Lambert & Keena, 2015).

Conferring with Kashefi (2013) employee's passionate affection remains the worker's pillar to affectively offer commitment in resonating and engrossing in a firm. Normative commitment is a sentiment of compulsion to remain in an organization categorized as universal value of reliability and obligation. Continuance commitment is the preparedness to endure in an organization because of special venture such as close operational interactions with co-workers, superannuation and profession reserves. Kiiza and Picho (2015) argues that affective commitment originates after a demonstrative linking to the group and is regularly complex to job practices. It evolves when a worker is tangled in pinpointing the importance of his or her identity from the establishment.

Hakim (2015) established that employee's commitment is a significant component in broadening service delivery access. Poksinska (2002) found evidence that employee's commitment promotes participatory management. To complement the above assertion, Jaja (2013) and Whittington (2010) hypothesises the existence of

three widely used measures of commitment; affective commitment, normative and continuance commitment. Commitment is characterized by a stout credence in recognition of an establishment's goal, disposition to apply substantial energy on for the organization including the desire to withstand executive association.

### **1.1.5 Water Service Providers in Murang'a County**

Water service providers were first established in Kenya through the 2002 Water Act to provide services initially under the Ministry of Water. Kenya's water sector is regulated by the Water Act 2016 and Murang'a County Government Water Act 2018. There have been numerous revisions and reforms to the Water Act 2002 and prudential guidelines over the past decade aimed at solidifying ministry's regulatory role but the WSPs employees performance remain wanting (Ngatia, 2014).

In Murang'a County among the actors in public segment field are the water service providers licensed by the Water Regulatory Board (WASREB) namely: Murang'a Water and Sanitation Company Limited, Murang'a South Water and Sanitation Company Limited, Gatanga Water and Sanitation Company Limited, Gatamathi Water and Sanitation Company Limited and Kahuti Water and Sanitation Company Limited. They are delegated to provide effective and cost-effective water and sanitation services through signing a service provision agreement between the utilities and Athi Water Works Development Agency (AWWDA) and act as agents of Murang'a County Government.

It essential for a model shift on how Murang'a County WSPs are run in particular the management of employees to enable them execute their engagement decree. There is necessity to champion and emphasis on the capability of WSPs in terms of employees' performance to actively carry out their social, administrative and

technical functions (Mawia, 2017). In 2015/2016 and 2017/2018 reports by WASREB on water service providers performance, indications are that there are gaps at employees' performance level which are posing challenges to service delivery.

## **1.2 Statement of the Problem**

The GOK through Water Services Regulatory Board (WASREB) has implemented several reforms in water sector. They include the Water Act (2002) and the Water Act (2016). Regardless of these initiatives by the government, water service providers in Murang'a County have faced employees' performance related challenges key among them being: low productivity indicated by poor workmanship and errors, timeliness of output denoted by delayed responses to customers' needs and poor service effectiveness indicated by less hours of water supply plus reduced revenue collection (Njanja & Njagi, 2013).

According to WASREB (2016) some disconnected meters take long time before being activated making them dormant an indicator of poor workmanship causing low productivity. Additionally, WSPs don't preserve records of functioning meters and error that indicate poor employee's productivity. Delayed response to customer attention has been reported for example prolonged period before repair of bursts and unattended to water leakages an indicator of employee's inefficiency. Reliability of water supply has been low with WSPs managing less hour of supply than the required national average of 18 hours due to low employees output.

According to Mawia (2017) irrespective of the cumulative gains got from rising participatory initiatives the inquiry whether participatory management practices actually improve employees' performance still remains unclear. Experimental investigation done in developed countries by Elnaga and Macky (2010), Amirinia

and Hamed (2015) and studies carried out in Kenya by Mutai (2015) and Orwar (2016) reveal that participatory management partake a statistically association with employees' performance. The studies show insufficient structures about participatory management on employees' performance. In addition, the studies focused on cross-country sector level. None of them focused on the water sector making it hard to generalize the findings from studies done in the Western background and the business world linking participatory management and employees' performance to the Kenya water sector.

Preceding studies (Elnaga 2010; Amirinia 2015; Mutai 2015; Orwar & Oloo, 2016) did not find enough evidence to link participatory management and employees' performance since they looked at direct participatory practices only. This has created a knowledge gap dilemma. It is essential to fill the void by considering a study capturing diverse participatory initiatives to cover both knowledge and conceptual gap.

A research on participatory management such as those of Ezennaya (2011), Mutai and Shivange (2011) and Mutua and Namusonge (2012) were done in private entities and other sectors of economy like the manufacturing institutions and fail to explain the situation in the water sector which is a public sector. The current study looked at the relationship between participatory management and employees' performance focusing on public sector to address the contextual gap.

Though there exist studies on participatory management there is inadequate empirically centered studies examining participatory management practices, the mediating effect of employees' commitment, and the moderating role of political environment linking them to employees' performance measures such as productivity,

timeliness of output and service effectiveness . To address the gaps found in previous empirical analyses, this study established the effect of participatory management on employees' performance in selected water service providers in Murang'a County, Kenya and in what way political environment moderate the relationship and the mediating effect of employees commitment.

### **1.3 Objectives of the Study**

The research used the following objectives;

#### **1.3.1 General Objective**

The general objective of the study was to establish the effect of participatory management on employees' performance in selected water service providers in Murang'a County, Kenya.

#### **1.3.2 Specific Objectives**

The specific objectives of the study were:

- i. To determine the effect of consultative management on employees' performance in selected water service providers in Murang'a County, Kenya.
- ii. To establish the influence of quality circles on employees' performance in selected water service providers in Murang'a County, Kenya.
- iii. To assess the effect of representative participation on employees' performance in selected water service providers in Murang'a County, Kenya.
- iv. To determine the impact of delegation on employees' performance in selected water service providers in Murang'a County, Kenya.



- v. To examine the Moderating effect of political environment *on* relationship between participatory management and employees' performance in selected water service providers in Murang'a County, Kenya.
- vi. To evaluate mediating effects of employees commitment on relationship between participatory management and employees' performance in selected water service providers in Murang'a County, Kenya.

#### **1.4. Research Hypotheses**

- H<sub>01</sub>: Consultative management has no effect on employees' performance in selected water service providers in Murang'a County, Kenya.
- H<sub>02</sub>: Quality circles have no influence on employees' performance **in** selected water service providers in Murang'a County, Kenya.
- H<sub>03</sub>: Representative participation has no effect on employees' performance in selected water service providers in Murang'a County, Kenya.
- H<sub>04</sub>: Delegation has no impact on employees' performance in selected water service providers in Murang'a County, Kenya.
- H<sub>05</sub>: Political environment has no moderating influence on the relationship between participatory management and employees' performance in selected water service providers in Murang'a County, Kenya.
- H<sub>06</sub>: Employees commitment has no mediating influence on the relationship between participatory management and employees' performance in selected water service providers in Murang'a County, Kenya.

### **1.5 Significance of the Study**

This investigation anchored its peak about contribution to the prevailing knowledge on participatory management and the relationship with employees' performance of the water service providers in Kenya. This would make it easier for the management of the water service providers to adopt strategies for participatory management to increase improvement on employees' performance.

To the Government of Kenya and policymakers, the study offers material that can be used during making participatory management procedures and policies. This will help supervisors and management representatives work from a knowledgeable state in respect to participatory concerns including making participatory development strategies. The various benefits of participatory management in the state agencies for example parastatals, semi-autonomous government agencies, hospitals and training institutions among others will be realized from the outcome of this study. In the academic world the study is useful in increasing knowledge since academicians, researchers, management and students can use the study as a source of secondary data in their studies. The study when compared with other studies bridges knowledge gaps which forms a foundation for additional research. The study forms a basis to help in writing books, journals and other research materials in the academic arena. In theory the investigation assists in evolving the current concepts that exist by bringing up advanced dimension which when viewed help to increase knowledge after analyzing the study.

### **1.6 Scope of Study**

The study focused on establishing the effect of participatory management on employees' performance in selected water service providers in Murang'a County,

Kenya, which are public utilities. The research focused into the impact of participatory management indicators consultative management, quality circles, representation and delegation. It also sought to present how employee's commitment and political environment respectively mediates and moderates the variables of the study. The study focuses on five (5) WSPs licensed by Water Service Regulatory Board (WASREB) and had received license on or before November 2019. There were 206 respondents selected randomly. They comprised of three strata: top-level management, middle level management and lower level cadre randomly sampled and used both descriptive and explanatory research designs. The water service providers are strategic actors in the public segment. They are the apparatus made-up to initiate government policy on water for all, a key pillar in the vision 2030 blue print.

### **1.7 Limitations of the Study**

In the process of administrating questionnaires, some **interviewees** were not cooperative whereas others willfully provided wrong information. Uncooperative respondents were guaranteed of privacy of the material delivered. This helped in mitigating the effect of biasness on information presented. The researcher guaranteed the participants of water-tight concealment concerning any material acknowledged from them and confirmed to them that the investigation would be steered for educational resolves.

Respondents also failed to return the questionnaires or were unwilling to volunteer information. The researcher in such a case undertook a follow up with a similar questionnaire to the concerned. It was also challenging to access published materials on employees' performance in water service providers. Nevertheless, the researcher

mitigated the dilemma by linking comparable studies locally and regional including worldwide arena. In addition, variables tangled in the conceptual framework are not exhaustive. Other aspects provided supplementary intuitions into the impact of participatory management and performance of employees in water companies. Respondents also had a perception that their identity would be reviewed hence held some information. However, the researcher guaranteed the respondents that material about individuals would be shielded from unintended revelation to others by use of materials like a tamper-proof cupboard. Lastly, the researcher was unable to directly issue all the research materials personally causing doubt in concluding that the participants comprehended entire interrogations in identical mode.

### **1.8 Organization of the Thesis**

The following order is how the thesis is arranged: It starts with chapter one which covers research background, research objectives, general objective, specific objectives, research hypotheses, significance of the study and reviews the problem statement. Other elements include the study scope and challenges anticipated while investigating. The second chapter features: empirical literature review, theories to be interrogated, study research gaps besides a conceptualized framework. Chapter three (3) highlights methodology covering philosophy, empirical model, design plus population targeted.

The sampling design is also covered plus validation of instruments together with reliability. This chapter also covers; collecting of data procedures, analyzing besides layout. Lastly, captures analytical models alongside ethical deliberations to be observed. Chapter four covers response rate, reliability test analysis, respondents' study background, descriptive statistics, diagnostic tests plus hypotheses testing

while chapter five covers summary of the major findings, conclusions, implication of findings, contribution to knowledge as well recommendation made by the study derived from the findings and finally suggested areas of further research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter comprises of literature review where previous studies are analyzed as well as theories that the study was anchored on. Precisely, empirical and research gaps are reviewed, theories related to participatory management, employees' performance, employees commitment and political environment. Finally, the chapter fronts the conceptual framework which was developed from the relevant literature.

#### **2.2 Theoretical Review**

The role theory and resource-based perspective supported by two other models which include: Servqual model and collegial model where the relationship between the theories and the study objectives are explored.

##### **2.2.1 The Role Theory**

Katz and Kahn (1966) are credited in articulating this theory which positions and indicate that the part personality inhabit at work and in different place occurs relatively to additional individuals. Consequently, society partake prospects about the individuals' duty ones they honor these projections have capably performed the role. According to Hopkins (2011) the role theory is often used to scrutinize numerous characteristics of employees' performance.

In any enactment of a role, performance becomes the creation of the form individuals for instance the operational framework or influence applied from high to low level or elsewhere in the organization and their own services, competencies and assertiveness (Devaro, 2008). According to Rich (2010) role theory include more than just the structural position. It includes the goals, values, beliefs, norms, interaction styles, and

time horizons that are associated with the particular role. Consequently, leaders increase the sense of efficacy where employees attain assurance to perform effectively (Walumbwa & Oke, 2010). The theory tolerate definite procedures of exchange where workers have their representative including delegation of duties recognized where a culture of collaboration is entrenched (Armstrong, 2010). The attachment accompanying involvement shows the owner worker connection such that staffs endure with the organization. Once their desires and hopes get fulfilled, workers incline and progressively show attachment to their roles and duties (Farndale, 2011).

According to Rhoades and Eisenberger (2002) role theory re-counts to professed organizational sustenance, since the employee feels the organization prizes and identifies performance. The expectation of booty and retributions together with fulfillment of working in a prosocial manner, justifies the reason employees imitate to role desires. This theory helps to explain the relationships between participatory management initiatives and employees' performance (Armstrong, 2006). The passionate affection linked with participation in decision making symbolizes the affiliation between institution and workers. Roles are principally prospects around how individuals act in expected state although others contemplate it to mean individuals performance is a specified joint situation (Wang & Walumbwa, 2007).

Through role theory institutions achieve their objectives since employees undertake behaviors that extend beyond a job's in-role requirements (Luchak, 2003). Employees who are involved in participation might engage in high job performance to reciprocate to their employer for establishing pleasant work environment (Grissom, 2012). In addition, role theory explains why participative management encourages advanced stages of affective and normative organizational commitment (Huang, 2010).

The theory was cast-off to comprehend the excellence of the connection among workforce and proprietors and in endorsing participation through consultation (Lambert & Waxman, 2005). This helps in interpreting objective number one of the study on consultative management where employees are given roles in joint decision making. Consequently, the study brings a new perspective to participatory management and promotes the engagement values in decision making.

This theory underpins the study variables that comprise both independent and dependent variable comprising of participatory management and employees' performance respectively. It also explains how the independent variable participatory management, assists in forming an all-inclusive workforce for role execution. This is because an institution cannot be built by a fraction of its employees but built by all cadres through participation in role accomplishment. It has extrapolative influence for it envisages anytime the consequences are supposed to be greater; employees outshine egos and put additional determination in their effort (Allen, 2013). In this study therefore the role theory reinforces in supporting both independent variable (participatory management) dependent variables (employees performance) since employees must participate in a certain role for their performance to be felt and realized.

### **2.2.2 Resource -Based View**

The perspective is initiated and primed through the work of (Penrose, 1959). Barney (2007) postulates by arguing about institution improving reasonable plus by not solitary obtaining but likewise mounting, tapping together and excellently positioning its bodily, social, and organizational possessions. In practice this always put in exceptional worth and challenges the opponents to imitate. Wernerfelt (2004) asserts that the perspective conditions create modest benefit originates within inward



possessions a corporate preserve. Resource based view perspective speculates that corporations accomplish justifiable competitive benefit if by holding vital resources by commendably position these possessions in their selected arcades (Barney, 2007). The theory hypothesizes that an organizations' performance hang on its precise capitals and competences (Fotopoulos, Kafetzopoulos & Psomas, 2012). It concentrates on the reassurance of continual reasonable improvement through the progress of social investment (Torrington, 2005). The dispute that possessions centre to an institute yield modest and is a fluctuate from formerly recommended approach which stresses on the outdoor atmosphere such as clientele, politics, decrees and opponents (Porter, 2005). The theory offers a speculative view in what way the human capital in a firm supplement performance besides economical advantage.

Bestowing on Wright (2004) assets which remain treasured, infrequent, unique and nonexchangeable create modest advantage. The theory was used to support employee's performance parameters, which needs to be treasured and uncommon to give a steady modest advantage in terms of employees' performance. The hypothesis by resource-based simulations is that a firm is a package of capitals.

Possessions in a company consist of all noticeable and immaterial resources that empower the firm to arrest, progress and implement approaches that increase its employee's productivity and efficiency (Johnson, 2004). Concrete capitals are physical materials such as employees. Intangible possessions comprise corporate product name, values, and practices not encompassed in normal managerial-accounting proof. Unlike noticeable resources, intangible resources, for instance quality, effectiveness and productivity are more plausible to produce greater employees' performance (Rouse & Daellenbach, 2009).

Barney (2007) affirms that when these environments create company package of assets it can endorse the firm to endure beyond normal employees' performance. The RBV model is applicable to this study since employees' performance is a resource for generating quality image, effectiveness and productivity used in an organization to enhance employees' performance. The employees' performance elements must be treasured, incomparable and interchangeable for firms to attain reasonable benefit and therefore realize employees' performance.

Organizational groundwork regulates what kind of employee's management approaches to follow since the resources inspire what the organization achieve. Thus, RBV backs variables of employee's performance as used in the study comprising of productivity, timeliness of output, service effectiveness and employees commitment which are valuable, rare, inimitable and not exchangeable. This are resources or competencies which are stable and can implement value creating strategies not easily duplicated by competing firms (Barney, 2007)

### **2.2.3 Servqual Model**

This model remain the work of Zeithml, Valarie and Berry (1985) a team of academic researchers to measure quality of service and productivity in the service sector. The Servqual model which assumes that an unswerving affiliation occurs between service aptness, service delivery and service effectiveness similarly was explored in the study. According to Kumar (2009) the model is tagged and anchored on the following scopes: Tangibility which is physical facilities; apparatus, and attendance of personnel. Reliability encompassing capacity to realize service consistently and precisely. Responsiveness which involves the willingness towards assisting customers and staff in rendering timely services. Assurance which stands

for employee's courtesy plus the talent to motivate self-assurance and empathy comprising of considerate personalized attention the establishment delivers. According to Asubonteng (2006) due to strong opposition and the aggression of environmental influences, service aptness and service effectiveness has developed to be foundation promotion approach for establishments. This points the importance of refining aptness and effectiveness of service for establishments to make them exists. This emphasizes why corporations that offer services are obliged to be outstanding in execution of their mandate to their consumers and create a justifiable reasonable gain. Existence of a requisite among these groups in appreciating service effectiveness to enable them get to their objectives is mandatory.

Under service marketing works, service effectiveness and aptness are generally viewed as the general valuation of a service by an employee to a customer (Eshghi, 2008) or the scope to which a provision meets client's desires or prospects. Precarious element in offering service effectiveness recognized include; consumer's anticipation, past involvement, direct verbal engagement and provision of service rejoinder (Parasuraman, 2010). The echoes of Connor (2003) and Rita (2008) insubstantial fundamentals within a package (in- isolable, mixable and replicability) remain perilous elements prompting effectiveness in service offering perceived as taken by consumer. It therefore means a package must flourish on provisions by the way it appears to comprehend the way clients observe service effectiveness.

According to Johns (2011) there is an assertion that a package might mean a commerce, a performance, productivity or a procedure. The variances shown by businesses offering services stand founded upon the appearances denoted by the facility notably inseparability; heterogeneity untouchability and perishability. In water service providers' inseparability and heterogeneity are valued. Heterogeneity

means that variance comes during transfer of service owing to the transformation in social conduct of person's contribution to the services also the purchaser. Inseparability contends that services are disbursed as they are procured. In the context of water service providers this is realized when a consumer is using the package although paying for the cost. This denotes that customer is tangled in the creation and conveyance of the provision connoting that the client takes superior attention on the essentially created notion coming from the supplier (Ashford & Beamish, 2007).

Beamish (2007) acknowledged three constituents of service effectiveness; the practical effectiveness entails product deliverance, purposeful value pacts through course of package provision (in what way) and the image value which is recognized as commercial image of business. Providing apt service to consumers or workers holds them and entice others, increases group appearance, promotes employees' performance and guarantees profitability (Negi & Ladhari, 2009).

The Servqual model represents service effectiveness, service output (productivity) and timelines in service delivery equally the difference amid a consumer's prospects of provision offered including consumer observations (Parasuraman, 2006). Servqual model as recommended by Ladhari (2009) is good for gauging effectiveness in service delivery plus service aptness (timeliness) in various precise industries. This study considered this model since it ruminates employees' performance as a service indicated by service aptness (timeliness) productivity and effectiveness.

#### **2.2.4 The Collegial Model**

The theory is initiated through the work of (Davis, 1967). The term ‘collegial’ refers to a decision-making framework with structures designed to achieve specific goals in a predictable manner with working together cooperatively (Newsrom, 2011). This model comprises all those supports emphasizing that influence and policymaking ought to be collective or among all members of an organization (Azadeh, 2012). The autonomous component of official representation rests on the commitment shown by members to their population (Bush, 2007). This model symbolizes a crew notion. Additionally, it’s valuable in participatory situation, imaginative effort and substantial work liberty. It involves the organization shaping a sensation of partnership with workers (Summers & Hyman, 2005). Fashionably, such a condition makes personnel feel desired and valuable.

Administrators are understood as combined providers rather than as chiefs (Juan, 2007). Management advances a sense of cooperation, while workers return by presenting a sharp sense of accountability and undertake mutual agreed values (Bullock, 2010). Teams endeavor to yield superior effort not because they dread leadership, but since they trust it is their compulsion to offer their finest in service. In this situation, employees ordinarily feel a certain grade of contentment, meaningful input, and sense of fitting (Betts, 2010).

Through team work and participation juniors partake the capability to brand decent conclusions, which is not automatically the only scope of persons in supervisory roles hence plans and conclusions are completed over a method of conversation leading to compromise (Bhatt & Qureshi, 2007). According to

Akintayo (2010) the model inspires administrators to give their employees liberty to style central choices that befit them. This helps in interpreting objective number five on delegation in this study.

In exploring several tools of collegial model, Simosi and Xenikou (2010) argues that those establishments with productive structural beliefs partake cluster customs that endorse attainment, involvement in verdict building, collaboration, public support, interactive relations and commitment. Therefore, the collegial model remains appropriate in fastening studies on employee's commitment and therefore suitable for this study to reinforce the mediating part of employee's commitment on the connection between participatory management and employees' performance. A study by Cunningham and Gresso (2011) asserts that members join a group with various extremely advanced perceptions and capacities. The use of collegiality makes team to learn how to appreciate and adopt the distinct characteristics of group affiliates.

The assembly ought to cultivate a sense of common shared obligation. Team affiliates cannot work toward the projected result until they design a sense of team essence and learned to belief and support each other. The model used in this study to anchor team-based participation objectives and behavioral outcomes of the study are; consultative management, quality circles and representative participation and how they relate with performance of employees of water service providers in Murang'a County.

## **2.3 Empirical Literature**

### **2.3.1 Consultative Management and Employees' Performance**

According to Jena and Rautaray (2010) employees' competences or inadequacies are quantitatively or intuitively measured by use of such elements as consultative management attitude surveys, suggestion plans and joint decision making to determine inclusivity. Employees synthesize that participatory management give rise to performance outcomes which influence employees' performance (Brunt & McCourt, 2011). Attitude surveys scrutinize a diversity of approaches in behaviors and performance status (Goodwin, 2011) and corroborated by the finding of Yukl (2013) who asserts that survey feedback help in making decisions. Supervisors and subordinate discuss suggestion plans for smoother group processes to promote employees' performance (Brenda & Marshall, 2004).

A study by Juan (2007) in U.S.A determined that survey response is extensively used in consultation arrangement to check on service delivery in U.S organizations with over 60 percent using it. A survey research design with a sample of 330 employees was used. Data analyzed using thematic analysis. Findings indicated that standardized tool on consultation through joint decision making need to be further developed and refined in order to reflect positively on the main goals of satisfaction survey.

The study sought to explore more on this assertion by using survey feedback and suggestion plans mechanism as a measure of consultative management. The above study also focused on antecedents of consultative management without linking it to employees' performance. The investigation was steered in U.S.A. hospitals an advanced country therefore a need for the present study to be done in Kenya water sector which is a developing country to cover the existing contextual gap.

Crane (2009) carried out an empirical analysis in Pakistan to assess the role of consultative management on employees' performance among a random sample of 15(fifteen) firms using a sample of 120 workforces. A survey was conducted. Data was analyzed through regression analysis. The study focused on Arab corporate culture on suggestion plans and development of employees. Results found that there was a significant effect between consultative management through suggestion plans on employees' performance. The above study was done in private firms with different working environment compared to firms in public firms creating a contextual gap. The present study covered the gap by focusing on public institutions.

Branch (2002) carried a study in Malaysia and found that consultative management is a driver to goal achievement. The population of the study consisted of 59 companies with a sample size of 450 employees. A census study was used to carry out the research. Questionnaire was used to collect data. Findings showed autonomy in work, joint decision making and team work emphasis consultative management in public sector effectively steering through challenges as well as gain a competitive edge.

The present study considered employees' performance to be dependent variable and included productivity to measure performance which was not used in the above study. The above study linked consultative management directly to performance but this study adopted political environment being a moderator to link consultative management to performance. Additionally, the above study by Branch (2002) used a semi-structured questionnaire making it a more qualitative study but this study adopted quantifiable and qualitative methods to scrutinize data to establish a cause-effect connection between variables clearly.



Towers and Chen (2008) study in Iran found a significant positive effect of consultative management as a participative paradigm on employees' performance. Data from 601 supervisor dyads of 27 companies was analysed. Findings indicated that consultative management has employees as focal points and for employee's participative behavior in managerial decisions by jointly decision making fostering employees' performance. Data was analyzed using thematic method originating from interviews on participants.

Towers and Chen (2008) collected data through the use of a questionnaire which is more accurate than thematic method used in the above study which could lead to pre-conceived ideas about an experience or phenomenon and also difficult to note researcher bias. Additionally, the above study did not include public firms but this study dealt with the public firms to plug the contextual gap.

Yarmohammadian and Rad (2006) did a study on managers' leadership style and employees' performance. Examination of consultative management effect on performance as a variable was done. Exploratory research design was carried out. A sample of 120 workers in manufacturing firms in Malaysia was picked. Using chi square assessment, the study exposed a significant association between consultative management on job satisfaction. The current study used means, standard deviation and multiple regressions which are more accurate in determining relationships than the Chi Square used in the above study. In addition, the use of exploratory design mostly leads to supply of qualitative data and analysis of the outcomes is judgmental leading to significant interpreter bias. The use of combination of descriptive and explanatory research designs in this study will help in bridging the methodological gaps.

An investigation through Bititci, Mendibil, Tunnel, Garengo and Nudurupati (2006) on effects of consultative management on service effectiveness among Indian pharmaceutical firms explores more. Random sampling method in data collection targeting 5 firms was purposed with a sample of 115 personnel. Regression model facilitated in analyzing data and revealed a significant causal relationship of consultative management on service effectiveness.

The study recommended that management should focus on building employees loyalty, work and commitment through vigorous involvement in administrative decision making to improve on effectiveness. Nevertheless, the outcomes are partially embedded to five socially constructed case studies. Although these outcomes remain binding, they cannot be adopted for universal generalization. Hamilton (2013) in California asserts that there exists a challenge in predicting pros and cons of consultative management tactics. The study used exploratory study and judgmental sampling comprising of 80 participants. The study recommends positive consequences of employee's consultative management approaches should be collaborative to gear up performance. Other factors like teamwork, job content and joint decision making were also considered as immediate factors. The above study however left out suggestion plans in consultative management as an important determinant of employees' performance in public sector. Nevertheless, this study probed more on suggestion plans as a consultative management measure. In the present study, the investigator used objective sampling technique, while the *above* study used judgmental sampling with a likelihood of creating bias and limit generalizability of the results.

The study of Ezennaya (2017) in Nigeria argues that consultative management entails added effective application of employees' performance dimensions. Oral interviews

were conducted involving 137 employees as the sample. This study recommends consultative management principles should offer support to staff in creativity and use suggestion plans to enhance team work and overall performance. This study stresses only the consequences of culture regarding employees overlooking extra paradigms akin to employees commitment as well as political environment. A gap the current study addressed.

Muindi (2011) study in Kenya affirms that the greatest mutual distinct consent programmes in Kenya's civic segment through consultative management comprise of joint decision making plans and employees feedback review. The study espoused on a descriptive survey design. Multisource data was gathered from 206 employees. Results showed that a substantial robust positive connection was found to occur between performance and participation in decision-making on employees' performance.

However, the study focused only on non-management employees unlike this study that used employees across all levels. Conversely, employees' performance existing as an emotional spectacle does not adopt a straight association, other influences intervening and regulating the connection occurs, therefore mediation testing is necessary as affirmed in this investigation. Grounded on the existing experimental evidence this research pursued to evaluate the influences of consultative management on performance of employees in water companies in Kenya with specific focus on Murang'a County.

### **2.3.2 Quality Circles and Employees' Performance**

Quality circles are collections of employees undertaking comparable work in an organization who meet to resolve work related problems guided by groups

involvement, supportive policies and participation opportunities (Gadaf, 2013). This is consistent with the findings of (Evans, 2010) that quality circles are widely used in encouraging employees participation and empowerment leading to marked employees' performance notably through groups involvement, participation opportunities and supportive policies. Elizur (2010) found that usage of quality circles in organizations empowered employees to escalate efficiency, productivity and give opportunity to suggest changes.

Seo and Moon (2016) in Taiwan noted a correlation between quality circles and employees' performance in an organization. The study used descriptive method and adopted random sampling technique to analyze data. A sample of 130 employees was factored in a survey. Findings were that preparation, service delivery with good management abilities and participation opportunities enable success of quality circles. However, the study presented a straight association between quality circles and performance minus an intervening variable. In addition, the researchers recounted that firms implementing quality circles gained improved standing on employees overall performance. The above enquiry adopted a descriptive study strategy a weak approach since it cannot be used as the basis of a causal relationship. Current research used a mixture of explanatory and exploratory design covering the methodological gap.

The study of Rajesh Chaudhary and Lalit Yadav (2012) in India found a relationship between quality circles and job output. The study adopted Pearson correlation to test the relationship between employee-centered quality circles on job performance. Descriptive design and a sample of 25 employees revised. Probability sampling method was embraced. Observations were that employee-centered quality circle efforts have two objectives: to improve on timeliness of output and to increase organizational effectiveness leading to employees' performance. Although 85

percent of the respondents testified that they ensured a substantial improvement in observing timeliness in job output the targets given and time given remained the same for three years consecutively. The impression which was expanded in this study is of transformation with features such as group involvement and frequency being used to improve on quality circles. The above study focused on a small sample size as opposed to the current study which used a bigger sample size of 206 respondents to yield generalizable results.

In a study by Abo-Alhol (2005) in Malaysia, quality circles were reviewed as participation technique with positive relationship on employees' performance in manufacturing sector. The survey was done using a questionnaire with a sample of 109 employees. Results revealed that industrial QCs members were more enthusiastic and committed with supportive policies than service quality circles affiliate in relations to association in quality circles. The study compared varied quality circles segments that is industrial quality circles and service quality circles but failed to consider levels of exposure given to the segments in role execution. The current study used similar level of exposure (public service) in implementing quality circles to cover the conceptual gap.

Sandeepsoni and Duhan (2015) in India conducted a study using exploratory research design on implementing quality circles. Data was collected by visiting 5 plants. A personal interview, study of the previous records and observations was done then analyzed using t-test. Results indicated that by implementing the quality circles the average inventory turnover is increased in all the five companies. The study involved the manufacturing and service segments together in an industrialized country with a response degree of 20 percent which was too low for reliable conclusions. The current

study was done in water service provision firms with an expected response rate of 75 percent enough for making inferences. Data in the above study was collected through interviews and lacked quantitative information hence the findings cannot be generalized.

Nemi (2018) in Nigeria found that quality circles held considerable connection with performance of employees. A survey approach comprising size of 467 respondents and using random sampling technique was adopted. Data was collected by use of a questionnaire and analyzed using Spearman Rank Order Coefficient. Results showed a progressive association of quality circles and measures of organizational citizenship behavior of self-sacrifice, civility and group diligence. The study outcomes exhibited likelihood pointing those diverse characteristics of performance might be determined by different quality circles indicator variables. The study resolved that quality circles signify absolute tools of performance among employees and recommend them to be self-managed teams grouped differently. Nevertheless, the study had a big sample size and required a triangulation approach to generate reliable results.

Okpu and Jaja (2014) in Nigerian banking industry studied on employee's voice and workers commitment. Study engaged cross-sectional survey and a questionnaire in data collection with a sample size of 357 workers. Spearman Rank Order Correlation was used to analyze data. Results indicated that quality circles had causal relationship with workers affective, continuance and normative commitment leading to improved performance. Study recommended that strong support by use of policies in the use of quality circles should be embraced. The study dwelt on the self-reported views voiced by employees which might cause bias, and fail to offer dependable statistics around

genuine effect. This current study adopted primary data besides report from other sources through secondary data to cover the gap.

Warureri and Simiyu (2017) in Kenya found a significance association between financial performance and use of quality circles as an employee's participation practice. A descriptive investigation was incorporated. A structured questionnaire was considered in data collection. The sample size of the targeted population was 42. Data was collected from management representatives or quality assurance managers with a response rate of 100%. Conclusions showed a significant association exhibited by the two quality circles practices, specifically: group involvement and participation opportunities which contribute significantly to the performance of employees in steel manufacturing companies in Kenya. The study suggested that quality circles ought to be autonomous and self-managed with senior managers being committed. Nonetheless, the above study dwelt on senior managers but the current study captured top managers, middle and lower level cadre with the aim of eliminating bias. Based on the presented empirical evidence the current study geared towards evaluating the outcomes of quality circles on employees' performance of Selected Water Service Providers in Murang'a County in Kenya.

### **2.3.3 Representative Participation and Employees' Performance**

Brunt and McCourt (2011) noted that delegation entails widespread workers' involvement through initiatives such as workers directors, trade unions and joint committees in decision making. This is corroborated by Marchington (2006) findings who argue that interaction between these forms of workers voices (Work Unions, Work Councils, and Joint Committees) deliver interchange of viewpoints to advance procedures. Workers engrossment in groups offers exploitation for dropping

resistance to change, accumulative obligation eventually leading to upgraded performance (Klein, 2010).

Stewart Danford, Richardson and Pulignano (2010) in Australia observed that representative arrangements comprise joint committees, workers directors and trade unions. A survey research design was adopted and 194 workers targeted in automotive engineering industries. Data examination was effected using structured equation modeling technique. Results suggested that representative participation through joint committees and workers in the board was positive and significantly linked to employees' performance. It recommended that workers must maintain communication with their employers to perform their duties and get trained on how best they can be represented. The above study was conducted in manufacturing industries in a developed country as opposed to this study which was done in service industry and from an emerging economy with the aim of covering the contextual gap.

According to a study by Sukirno (2011) in Indonesian, there exists an effect of representative participation and lecturer's job output on higher education. A mail survey was adopted in data gathering using a sample of 347 employees. Regression analysis was used to examine research hypotheses. T-test and ANOVA test were done to assess effect of demographic statistics on performance. Conclusions indicates that representative participation is effective than delegation.

This recommends an aspiration to examine two methods of participation; representative and delegation and define any disparities hence this study. The above study associate soundly with the present study but trade unions are not deliberated distinctly from individual enabling programmes in the current study.



Gordard and Frege (2013) study in U.S.A observed worker perceptions of the systems. The study employed a descriptive survey and conducted in private entities with a sample size of 278 respondents. Several variables used such as work councils, workers' representative and trade unions to measure representative participation had substantial results on performance of the employees. Findings indicate that non-union association's representation scheme remained one and half times as extensive since union representation is regarded more well by employees. It remains encouraging to pursue the opinion of employees in the civic segment to find out if the private and public segments associate hence this study which was done in public institutions. In addition, the methodology adopted by this study was different from that used by the two scholars and therefore addressed the methodological gap.

Kagwiria (2017) study in Kenya noted that increasing employees participation demand devotion from administration and initiative coming from the employees. Study used cross sectional design and depended on questionnaires in data collection. A sample size of 384 respondents was used through clustered sampling. Data analyzed using Statistical Package for Social Scientists (SPSS) version 24. Analysis was by linear regression. Findings indicated that, improvement of performance is a function through representation. The study endorsed management to stimulate improved worker's participation through consultation.

However, the study used perceived measures of representative participation (social support and changes in procedures) but this study used team based variables namely, joint committees, workers' directors and trade unions to check the outcomes from multiple participatory practices making it a strong research design. Clearly from the preceding studies, the influence of representative participation on employees'

performance appears inconclusive opening room for more investigation hence the need to have the current study done.

#### **2.3.4 Delegation and Employees' Performance**

Delegation is associated with giving decision-making authority to lower-level employees through practices such as increased autonomy, task specification and entrusting functions (Nwagbara, 2015). This was in line with Al-Jammal *et al.*, (2015) whose observations indicates that improved amount of staff autonomy increase the responsibilities of employees. Orpen (2010) asserts that delegation involves giving autonomy to employees and giving direct task specification to ensure job performance is realized.

Hamdan Rasheed Al-Jamma (2015) in Jordan steered a study on delegation on competence, effectiveness and performance. Descriptive inquiry approach was adopted. Random sampling method engaged with 200 workers sampled. Cronbach Alpha equations were calculated and extracted. Findings indicated a significant relationship between effectiveness in delegation by increasing staff autonomy and job performance where managers assign duties for effective execution. The study recommends delegation to be a way of reducing the managers' workload. Although the study compares members of different quality circle groups they should consider echelons of opportunities given to these unlike groups while allotting labour. The study assumed a direct relationship with employees' performance without a moderator. The current study used a moderator to fill the gap and cover the conjectural inferences.

A study through Mohammadia and Shahrabib (2013) in Iran found a relationship between delegation of authority in members of varied ranks and performance. A

questionnaire aided in collecting data with a sample of 86 employees. The hypothesis was examined using T-test. Verdict showed a relationship between delegation in which entrusting functions to employees remained a main concept and performance as a standard variable.

A study in this field could have considered the role played by various groups despite the rank in delegating of duties. Task specification as a delegation scheme could have more emphasis on participatory management since despite the rank held by individuals only specified tasks can be delegated. The above study did not factor this variable which has a possibility of impacting on job performance by building employees self-confident. The current study factored this variable. In addition, cause effects among variables were sought by using multiple regressions. The above study used correlation which does not equal causation. The above study did not show a conclusive connection between delegation and employees' performance but current study covered these void by including a mediating variable.

AL-Matouh (2013) in Arabia studied role of delegation in achieving objectives on employees' performance. 80 participants were picked as the sample through descriptive design. One-way ANOVA was used to determine relationship. Study found delegation of authority had a part in realizing business fast through employees' performance. The study embedded on executive management contrasting the current study with a widened stratum of top management, middle and lower management which deduced reliable results to eliminate biasness.

The study of AL-Joqi (2010) in Oman found a relationship on effectiveness of management decisions on delegation. A survey was conducted with a random sampling reaching to 200 employees. Regression analysis was considered in data

analysis. Results indicated that degree in using delegation authority in Yamen Oil Companies was low and require uplift to correspond with tasks value to promote functional performance. Recommendations pointed that further scopes of individual management require to be put bare to evaluate their bearing on delegation on employees' performance. The above study presumed that the organizations faces are consistent across countries but the study did not consider precise delegation traits in each country, this could be misleading due to the differences in organization structure.

Darwish (2010) did a study in Germany dwelling on delegation and efficiency on performance. Data was collected through a survey. Stratified sampling was factored to scrutinize data. Findings indicated that delegated authority interfered with guidelines not helping the managerial duties in the institution. The study presented a connection between delegation of authority and role functionality but failed to link delegation to employees' performance. The research verified a straight association among the variables overlooking the likelihood of intervening variables. The current study sought to address the gap by using intervening variables.

In contrast, the study by Senyuta (2013) in Zech Republic investigated the level of authority delegation as correlated to performance and found it inadequate. A survey design assisted in collecting field data. Multiple regression technique aided in analyzing data. Results indicated that devolved, horizontal administrative structure takes advantage of extra competent decision making owing to resourceful use of "generous" information. The study deductions resulted differently by indicating a lack of causality between delegated authority and performance. The study considered events that dwelt on isolated profession respondents. Besides, data used was from a single firm limiting generalizability causing an empirical gap.

The study of Shekari, Naieh and Nouri (2011) focused on authority procedure and scopes of efficacy. Delegation authority procedure with scopes on training, forecasting, staff autonomy plus degree in efficacy was tested. A questionnaire was adopted in data collection. A survey design was employed using random sampling. A sample of 377 experts was on focus. Multiple regression approach was used to test relationship among variables. Findings showed existence of a relationship between delegated power, increased staff autonomy and rate of efficiency. Conversely, the above study exhibited an association between rate of efficiency and preparation and failed to create a direct relation between delegation and staff autonomy and employees' performance.

Kiiza and Picho (2014) in Rwanda did a study on staff performance through commitment to delegated authority. A sample of 97 workers was on focus in a cross-sectional survey design. Random sampling was used. Data was analyzed using correlation and regression to test the relationship between study variables. Outcomes directed that team commitment is linked with delegation of authority. The study above asserts that allowing delegation should be aimed at effecting intensely on superior employee-employer. This is expected to raise productivity of workers, yet, this may not be the case hence the need to explore more by using employees commitment as a mediating variable.

According to a study by Kombo (2014) in Kenya, real delegation in establishments advances employees' performance at large. Teamwork, employees commitment and assigning functions were used as measures of delegation with a bias to seek whether or not delegation effects on employees' performance. The study used descriptive and explanatory research and a sample of 24 employees from ten SACCOs sampled randomly.

Data was collected using a questionnaire. T-test statistics mean and percentage were used to analysis data. Results exposed that effective delegation of authority in firms increases employees' performance. However, the study used random sampling method only as opposed to use of both random and stratified sampling since it focused on a wide area with different stratum a gap this study addressed. The above study used insufficient sample size making it had to offer generalized results as opposed to the current study with an adequate sample size. Based on the presented empirical evidence this research pursued to determine the impact of delegation on employees' performance in selected water service providers in Murang'a County, Kenya.

### **2.3.5 Participatory Management, Political Environment and Employees' Performance**

Political environment as observed by Jones (2009) realign to factors arising from variations in government strategies, laws, leadership and programmes which impacts on the capacity of commercial bodies in attaining their goals and determine its effectiveness. This is in line with the findings by (Nash, 2010) that legal perspective, the rules, programmes, regulations and law form the fundamentals which define how organizations operate. According to McElwee (2007) political environment affecting employees is being characterized as dynamic and turbulent with complex laws and regulations affecting employees and customers in service delivery.

Conferring to a study by Kauffman (2009) in Washington, political environment is placed on firms through laws for example, labour laws, programmes, minimum wage legislation and pricing policies aimed at protecting employees working environment. This study embraced a descriptive design with a target of 62 respondents in manufacturing sector. Findings indicated that political controls, laws, politically imposed programmes and statutes affect employees' performance. Political

environment was notable in terms of mark of political leadership and nonexistence of violence while employees' performance was measured by the effectiveness margin. The study failed to extend the investigation of impact to the public segment generating a huge gap fill. The current study featured public firms to address this contextual gap.

Johnson (2009) in Asia argues that not all political laws affect the organization on a negative way since some such actions include; patent laws, government subsidies laws and research grants laws. Study used longitudinal survey with a sample entailing 163 participants. Findings indicated that political behaviours can either facilitate or inhibit managerial decisions and actions through laws and government legislations. The study concluded that when such politics become negative, they can seriously impair strategic thinking and action of employees. Nonetheless, since the study was longitudinal survey it couldn't provide a clear link between certain variables due to prolonged time of study contrary to the present study which takes the form of a cross sectional survey which took a short time therefore making the results reliable.

Psomas (2012) in Greece steered a study on the critical factors effecting employees' performance in application of the International Organization for Standardization(ISO) on Small and Medium Enterprise(SME<sub>s</sub>) functional in service segment. The study focused on 4 (four) dynamic underlying theories (inner incentive aspects, leadership traits, requisites of the law and features of peripheral political environment). 93 managers from ISO accredited firms were purposed as a sample. Data were acquired using a questionnaire and surveyed executives accountable for merit per tested institution. Examination of data was done using descriptive statistics.

Conclusions revealed that supportive leaders are vital with expression to their political involvement to ISO usefulness and effectiveness. The study was limited by use of inadequate sample but the current study intends to apply a sufficient sample. The study participants were quality managers only whereas the current study respondents were a combination of different cadres in varied managerial levels with the aim of reducing bias.

Akintayo (2012) in Nigeria found that work place atmosphere influence workers` self-esteem and output. A descriptive design and a sample of 502 respondents graced the study. Pearson correlation helped in analysis of data. Findings indicated that a relationship between employees working environment notably; political, monetary and technical aspects were significant factors. The study concluded that employees may feel differently about their work, feel dissatisfaction and inquire about career advancement which implies an effect on performance.

The study failed to contemplate using another data analysis technique to scrutinize the strength of the findings. Triangulation system ought to have been considered to ascertain consistency of the verdicts since the sample was large. Although this study exposed weighty association among working atmosphere, workers esteem and apparent productivity, it exhibited no indication of a direct affiliation between political interference and employees` performance hence the need for more probe.

Anyango, Wanjau and Mageto (2010) in Kenya empirically proved how political interference and local programmes contribute towards employees` performance. This investigation applied a descriptive design which was a survey and used a questionnaire. Frequency distribution, percentage and mean were used to analyze



data. Correlation coefficient supported in proving the implication of the relationship between political environment, local programmes and employees' performance.

Through the study, it was found there was improved performance when political tides were low and performance was influenced positively by sound financial resource management. The study concluded there is a connection between prevailing political situation and employees' performance. The above study engrossed on social and fiscal measures of performance. However, the current study focused on both social and behavioral measures to enrich the multidimensional measure of performance.

Kubania (2011) concluded that a Kenyan employee working environment is very complex and employees' performance is affected by the political factors. A combination of explanatory and exploratory design was used. The study was a case study comprising a sample of 65 workers picked randomly to determine the effects of the complexity of the political environment. Findings indicated that the government slow pace in executing political solutions, political instability and changing political tides impacted on the performance of employees. The research concentrated on only one firm as opposed to this study which had a wider scope of five water firms which is good to give a generalized view to ascertain reliability of deduced results.

Thoughtfully, it's imperative to underscore that both outside and internal work environment can improve institutions ability in improving employees' performance. In return this could yield crucial guidance on the approach of enhancing employees' performance. This study was steered in Kenya with an objective to scrutinize the relationship between political environments as a moderating variable on employees' performance in the water sector.

### **2.3.6 Participatory Management, Employees Commitment and Employees' Performance**

According to Jaja (2013) and Taing (2011) employees commitment presents as a situation of mind binding workers to the organization through affective commitment, continuance commitment and normative commitment levels. Affective commitment includes psychological affection in a firm, continuance commitment; extending employment stirred by benefits with exiting an institution stimulated by paybacks linked with parting the institution and normative commitment is compulsion to endure engagement in the organization resulting from outwardly applied strain. Li and Kong (2015) recognized clear relation between employees commitment and output which is straight in highlighting employees esteemed behaviours.

Salim (2017) study conducted in Omani found that affective commitment, normative commitment and continuance commitment inspires employees to put more effort to boost performance. Survey method was applied and a sample of 335 middle level managers involved. Data was examined using confirmatory factor scrutiny. Results indicated that the entire organizational commitment subscales (affective, normative, and continuance) holds a significant influence on work performance proportions in relation to employees' performance. The study however dwelt on only one type of level of management (middle level managers) as opposed to the current study which dwelt on three levels of management therefore need for a harmonising study as an intercession to cover the contextual gap hence this study.

Topolnytsky (2002) in U.S.A found a robust advanced connection between affective commitment and employees' performance. A meta-analysis was conducted to assess relations among affective, continuance and normative commitment. Affective

commitment which resulted from participatory management was found to have the strongest links with organization-relevant (consultation, performance and citizenship behavior) and employee-relevant (pressure and effort) results. Assessments of studies steered in and outside North America, such as Torka (2010) exposed ample resemblance however advocated that more cogent key research regarding ethnic variances is justified. Nevertheless, the two studies botched to connect employees commitment with employees' performance. However, this void was filled by the current study by using employees' commitment as a mediator to offer a conceptual link between the two variables.

Kong (2015) carried a study in Beijing China, found a relationship between employees political skill on employees commitment. The study was a survey using 227 questionnaires and targeted managers. Regression was used in data analysis and the results specified that workers' political skills remain supportive and can stimulate involvement of employees and increase commitment. However, study dwelt only on top managers making it unfit for generalizability but this study considered a combination of different employees of variance age bracket and professions to shed new light on this relationship to fill the gap.

Lelei and Korir (2017) in Kenya found a relationship between effects of employees political abilities, citizenship behavior approach on affective commitment inside publically managed Universities. A combination involving explanatory besides descriptive survey was used. Stratified sampling method was engaged in qualifying 351 participants as the sample. Findings showed a link between proactive personality and sense of ownership partake a significant influence on employee commitment in employees' performance. Nevertheless, employees may be devoted to job itself but

not the organization and hence the need to test the three indicators of organizational commitment in one study. A gap the current study strived to cover. Empirical studies above indicate that inadequate research on the influence of employees commitment on participatory management and employees' performance exists. To address this gap, this review captured the intervening impact by employees commitment on participatory management and employees' performance.

**Table 2.1: Summary of Literature Research Gaps**

<b>Authors</b>	<b>Approach/Method</b>	<b>Findings</b>	<b>Research /Knowledge Gaps identified</b>	<b>Current Study Focus</b>
Abo-Alhol, Ismail and Sapuan (2005)  Malaysia	Used a questionnaire. The diagnostic tools were Correlations and one- way ANOVA	Industrialized QCs participants showed further excitement more in service quality circles associates in regards to participation in quality circles events	Used correlation and ANOVA, did not use of regression analysis. The study did not provide conclusive link between quality circle and employees' performance	The study used regression analysis and provided a link to show the relationship between quality circles and employees' performance.
Azadeh Tourani and Sadegh Rast, (2012)  Iran	Data collected from private airlines, analyzed by descriptive statistics and regression analysis	Workers contribution and communication have substantial and helpful result on workers" job performance.	Did not Consider all the construct of employee participation. The examination was steered in private firms only.	Research captured five constructs of participatory management making the results more acceptable and featured public institution.
Sukirno (2011)  Germany	A survey conducted besides sampling done in various sub - categories.	Participatory approach viewed as tool of management.	Tested only one forms of participation and few universities limiting generalization. No evidence on effects of representative participation on employees' performance in public firms	Study analyzed 5 firms. It included both moderators and mediators that may affect relationship between performance representative process and employees' performance.

Darwish (2010) Germany	Data amassed thorough a survey in German manufacturing companies. Stratified sampling was done to evaluate the data.	Hypothesized moderated mediation model on the connection between delegation and job fulfillment.	Focused on delegation on subordinates and was done on a school set up. Study failed to use a mediating variable.	Study focused on overall effect of delegation on employees performance, focused on service lending companies and had a mediating variable.
AL-Joqi (2010) Oman	A survey was conducted with a random sampling of 200 employees (managers).Used regression method in analyzing results.	Scope used authority delegation in Yamen companies was slightly low.	Study assumed organizations characteristics are consistent across companies but did not focus on specific delegation aspects and targeted managers only.	Study adopted employees commitment as mediator and used random sampling. Study adopted a cross sectional survey with 5 firms on focus. A mixture of employees cadre was focused on.
Akintayo (2012) Nigeria	Descriptive design used and a sample size of 502 participants. Pearson correlation was used to scrutinize data.	Employees reveal a great curiosity in participation in the decision-making procedure in their particular offices.	Study could have used triangulation to cross check the reliability of research findings. Sampled industrial managerial employees in the Nigerian work environment only.	This study focused more on both non- managerial positions and managerial position in service industry.
Juan (2007) USA	A survey research design with a sample of 330 employees was used. Data analyzed using thematic analysis	Findings indicated that standardized tool on consultation through joint decision making need to be further developed and refined in order to reflect positively on the main goals of satisfaction survey.	The investigation was steered in U.S.A. hospitals an advanced nation therefore a need for the present study to be done in Kenya water sector which is a developing country to cover the existing contextual gap	This study sought to explore more on this assertion by using survey feedback, and suggestion plans mechanism as measures of consultative management.

Seo and Moon (2016)	The study used descriptive method and adopted random sampling technique to analyze data. A sample of 130 employees was factored in a survey.	Findings were that preparation, service delivery with good management abilities and participation opportunities enable success of quality circles.	The enquiry adopted a descriptive study strategy, a weak approach since it cannot be used as the basis of a causal relationship.	This research used a mixture of explanatory and exploratory design and covered the methodological gap.
Stewart Danford, Richardson and Pulignano (2010)	A survey research design was adopted and 194 workers targeted in automotive engineering industries. Data examination was effected using structured equation modeling technique.	Results suggested that representative participation through joint committees and workers in the board was positive and significantly linked to employees' performance	The study was conducted in manufacturing industries in a developed country	The current study was done in service firms and from a developing economy with an aim of covering contextual gap

**Source: Author (2019)**

## 2.4 Conceptual Framework

Centered on the theoretical and empirical literature review, the conceptual framework in Figure 2.1 displays the interaction among the study variables as indicate below.

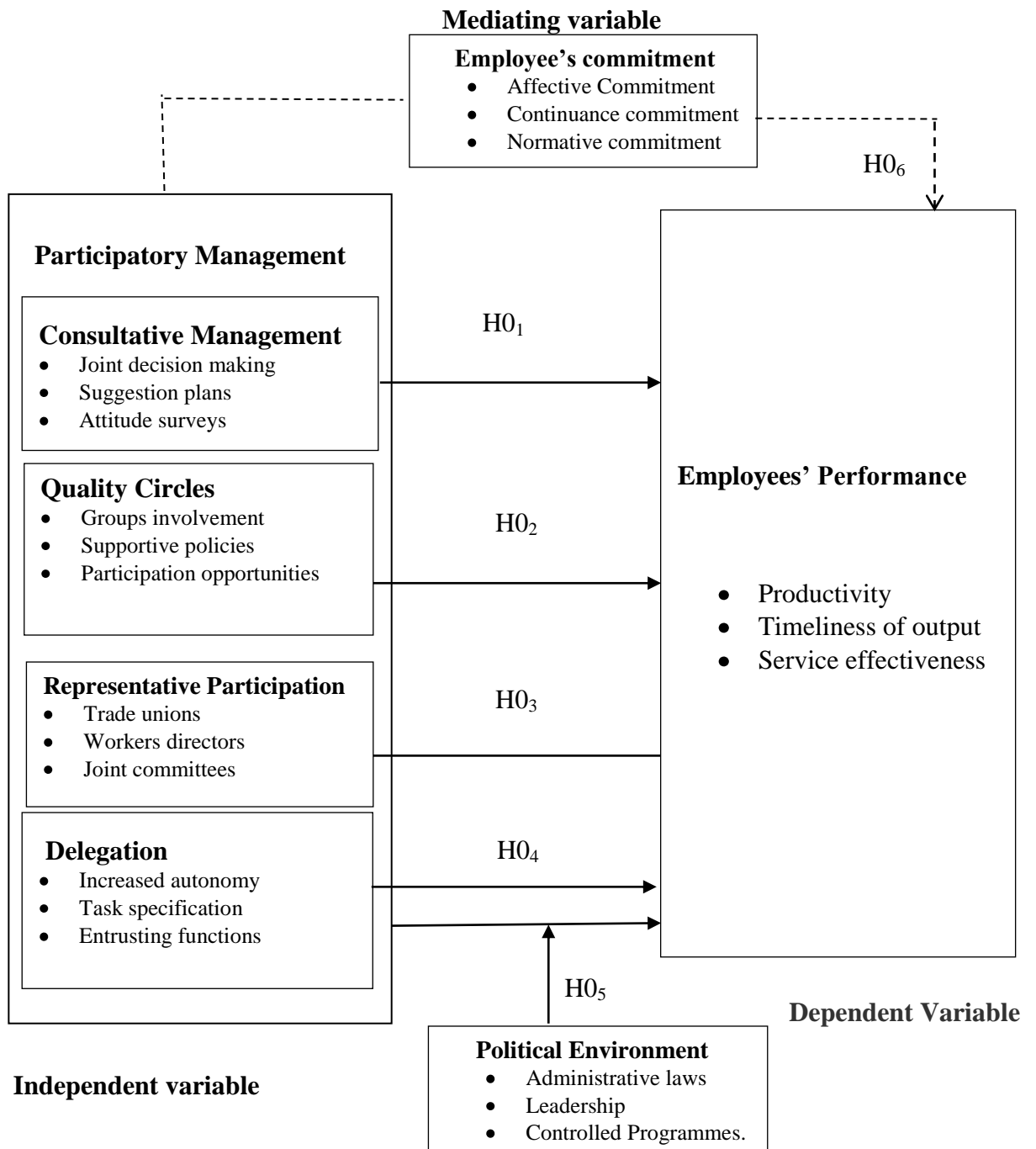


Figure 2.1: Conceptual Framework

Source: Researcher (2019)



Independent variable was participatory management measured using consultative management, quality circles representative participation and delegation. The dependent variable is employees' performance measured using productivity, timeliness of output and service effectiveness. Employees commitment mediates the connection between participatory management and employees' performance. Political environment as displayed show the moderation relation on participatory management and employees' performance.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

Covered throughout the segment are philosophical study paradigm, study strategy (design) experimental model, targeted population, sample design plus size and instruments for data collection adopted by the study. A discussion of validity plus reliability of instruments of research is included besides techniques for evaluating data including ethical considerations observed during the study.

#### **3.2 Research Philosophy**

This study remains directed by positivism philosophical interpretation. A research philosophy entails a persuasion around the method concerning an impression to be collected and examined (Kombo & Tromp, 2009). Two focal inquiry philosophical interpretations are positivism and phenomenological perceptions. In positivism information is presumed to exist in an autonomous way while insights use impartial techniques to regulate what thrive in the world (Sullivan, 2011). Positivism accustom to rational, measurable, unbiased scientific approaches to examine theoretically inferential overviews. The present study adopted positivism viewpoint since actions of notice are impartial, peripheral and unrestricted to the investigator.

Phenomenological viewpoint uses qualitative, extra biased, realistic approaches in inductively and completely to comprehend human skills in precise situations (Amaratunga, Baldry, Sarshar & Cope, 2014). Marengo (2015) highlight the importance of understanding participatory approach by developing concepts of the

role theory and collegial model to find the contribution participatory management can make to employees' performance. Once anchored on positivism model the study objectives are well interrogated. Using this approach, the study tests hypotheses resulting from assessment of empirical discourse. Investigation is conducted using data pursued by means of scientific approaches thus safeguarding impartiality. Analysis of data is the ground for rejecting or accepting the null hypotheses.

### **3.3 Research Design**

A research design exists as a thoughtful strategy to study a scientific challenge (Sobh & Perry, 2006). The research design adopted was a mixture of descriptive and explanatory designs. The combination is key since it delivers a precise and binding illustration of the variables pertaining or applicable providing the answers to the main research questions. This kind of research according to Creswell (2012) is structured. According to Cooper and Schindler (2011) explanatory research focuses on why questions. In answering the why questions, the study involved developing causal effect explanations.

Descriptive investigation attempts to validate articulated hypotheses that denote to the contemporary state in order to explain the qualitative aspects (Bechhofer & Paterson, 2008). Research design stretches a detailed explanation review by shaping the how or why the phenomena will originate into existence and what is tangled in the condition (Robson, 2006). It was justifiable to use this design because it re-counts closely to the research objectives of this study and remains practical in testing the hypotheses of the study and examined the effect of the independent variables on dependent variable

together how political environment and employees commitment moderated and mediated other variables respectively.

### 3.4 Empirical Model

In this section, the study presented the empirical model that was suitable and adopted to predict the effect of independent variables on the dependent variable. The study used regression modeling to predict the effect of participatory management on performance of employees and whether employee commitment and political environment mediated and moderated the association between participatory management on employees' performance.

Present study adopted regression modeling because it easy to carry out and interpret results and further gives the magnitude, direction and strength of the effects being tested. Step-wise process as indicated below remained critical in analyzing influence of moderating and mediating variables effect on the association between independent variables plus dependent variable.

A general equation of the effect of independent variables on employees' performance;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \dots\dots\dots \text{Model 3.1}$$

Where,

- Y = Employees' Performance
- $\beta_0$  = Constant (intercept)
- $\beta_1$ -  $\beta_4$  = Regression Coefficients of independent variable
- $X_1$  = Consultative Management
- $X_2$  = Quality Circles
- $X_3$  = Representative Participation

$X_4$  = Delegation

$\varepsilon$  = Error term

As indicated, initially assessment of model labeled 3.1 takes the first priority as the basis to regulate the correlation between the dependent variable and the independent variable.

### 3.4.1 Testing for Moderation

In testing outcome of the moderator political environment on participatory management and employees' performance, multiple regression analysis was chosen. This provided evidence on whether to support or reject  $H_{05}$ . Political environment causes no significant moderating influence on the interaction between participatory management and performance of employees. Subsequent regressions models were analysed. The estimation of base model enabled definition of the relationship among both variables. (Dependent plus independent). Subsequently, in model 3.2 a standard comprising political environment presenting moderating effect to resolve the evaluation was estimated.

$$Y = \beta_0 + \beta_5X + \beta_6PE + \varepsilon \dots \dots \dots \text{Model 3.2}$$

Hence;

Y = Employees' performance

X = Participatory Management

PE= Political Environment.

Lastly, an estimation of model 3.3 to provide bearing and outcome of moderation upon independent variable plus full consequence to the dependent variable.

$$Y = \beta_0 + \beta_7 X + \beta_8 PE + \beta_9 PM * PE + \epsilon \dots \dots \dots \text{Model 3.3}$$

Where,

Y=Employees' performance

X □ PE= Participatory Management\*(Political Environment)

On condition political environment is significant once presented into model 3.1 an account to initial state of instructive in which variables are significant (Baron & Kenny, 1986). To estimate the products of political environment and participatory management in estimating moderating effects model 3.2 was assessed. Once constants in model 3.2 are insignificant while political environment in model 3.3 remains significant, no moderation. Thus, political environment remains only an explanatory variable.

**Table 3.1: Criteria for Moderation**

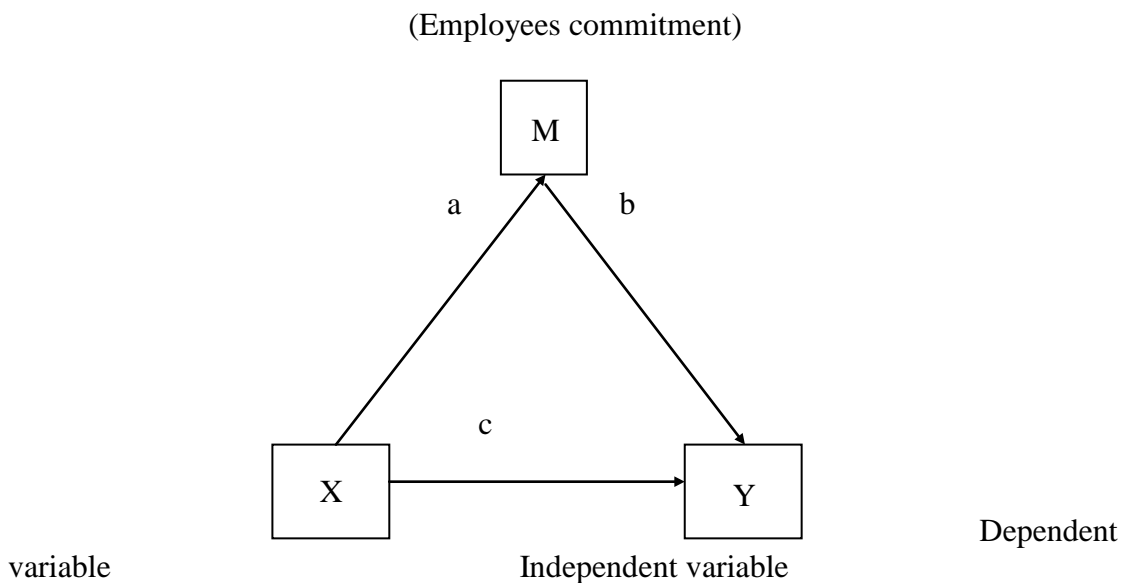
Step	Model	Criteria
1	$Y = \beta_0 + \beta_5 X + \beta_6 PE + \epsilon$	<p>If <math>\beta_5</math> is significant then there is effect to be moderated</p> <p>If <math>\beta_6</math> is significant and <math>\beta_9</math> insignificant, PE remains only an explanatory variable</p> <p>If <math>\beta_6</math> is insignificant, PE is can be used as a moderating variable</p>
2	$Y = \beta_0 + \beta_7 X + \beta_8 PE + \beta_9 PM * PE + \epsilon$	If $\beta_5$ , $\beta_8$ and $\beta_9$ are significant, the PE has as a significant moderating effect

**Source: Researcher (2019)**

In event that moderation is significant, table 3.1 directs that the constant  $\beta_9$ , of the interface (Participatory Management \* Political Environment) captured characteristic 3.3 produces influence and bearing on moderator.

### 3.4.2 Testing for Mediation

Step-wise 4 (four) regressed models were estimated as suggested by (Baron & Kenny, 1986). If association between participatory management and employees' performance is fully intervened by employee's commitment, the pathway on the dual pairs of variables would be nil. On condition the pathway is significantly diverse away from zero; a situation of incomplete mediation exists. This test remains key in addressing hypothesis H<sub>06</sub>. The figure below signifies the path mediation as shown;



**Figure 3.1: Base Model for Analyzing Mediation**

Adopted from: Baron & Kenny (1986)

Where:

- Y = Employees' Performance
- X = Participatory Management
- M = Employees Commitment

A,b,c= Mediation Paths

To find out existence of insignificance if at all by any path denoted by a, b plus c, figure 3.1 was considered which resulted to conclusion of mediation effect (Mwangi, 2014).

Establishment of influence caused by mediator employees commitment linking with participatory management and employees' performance, the study was postulate in models 3.4, 3.5, 3.6 plus 3.7 in the following steps:

Model equation of Participatory Management (X) estimating Y

$$Y = \beta_0 + \beta_1 X + \varepsilon \dots\dots\dots \text{Model 3.4}$$

Model equation of EC predicting Y

$$Y = \beta_0 + \beta_2 M + \varepsilon \dots\dots\dots \text{Model 3.5}$$

Mediator predicting Independent variable

$$M = \beta_0 + \beta_3 X + \varepsilon \dots\dots\dots \text{Model 3.6}$$

Model equivalence of Participatory Management (X) plus M estimating Y

$$Y = \beta_0 + \beta_4 X + \beta_5 M + \varepsilon \dots\dots\dots \text{Model 3.7}$$

Where,

Y = Employees' Performance

X = Participatory Management

M = Mediating Variable (Employees Commitment)

$\beta_1, \beta_2 \dots\dots\dots \beta_i$  = The Parameters for Estimation

$\varepsilon$  = The Error term



The summary presented in Table 3.2 show the criteria that were adopted to determine the mediating effect role of employee commitment on the interaction between participatory management and employees' performance.

**Table 3.2: Criteria for Decision Making**

	<b>Consequences</b>	<b>Conclusion</b>
<b>One</b>	<i>If <math>\beta_1</math> is significant in model 3.4 If <math>\beta_2</math> is significant in model 3.5 If <math>\beta_4</math> is not significant and <math>\beta_5</math> is significant in model 3.7</i>	Complete mediation
<b>Two</b>	<i>If <math>\beta_1</math> is significant in model 3.4 If <math>\beta_2</math> is significant model 3.5 If <math>\beta_4</math> is significant (3.7) but <math>&lt; \beta_1</math> (3.4) and <math>\beta_5</math> is significant (model 3.7)</i>	Partial mediation
<b>Three</b>	<i>If <math>\beta_1</math> is significant in model 3.4 If <math>\beta_2</math> is not significant in model 3.5 If <math>\beta_4</math> is significant and equivalent to <math>\beta_1</math> and <math>\beta_5</math> is not significant (in model 3.4 and 3.7)</i>	No mediation

**Adapted from: Baron and Kenny (1986)**

### **3.5 Target Population**

This investigation considered 357 employees of the five (5) Murang'a County water service providers which are regulated by Water Service Regulatory Board (WASREB) as the target population. A sampling frame was drawn followed by classification of participants into top management, middle management and lower level. The classification was done since the strata represent the various employees category in the water service providers.

**Table 3.3: Target Population**

No	Cadre	Murang'a	Gatamathi	Gatanga	Murang'a S.	Kahuti	Total
1	Top Management	9	7	8	9	8	41
2	Middle Management	30	25	23	34	24	114
3	Lower level	50	32	33	52	35	202
	<b>Total</b>						<b>357</b>

**Source: Murang'a County Human Resource Matrix Database (2019)**

### 3.6 Sample Design and Size

This research used randomly selected sample size since it's easy in application and taken as the accurate representation of the larger population. It assisted in getting the preferred sample sizes within various subcategories from main population. Further, sampling through stratification remained ideal to pick employees for validation of the self-reported responses from employees from each stratum. To calculate sample size, the study used Watson Jeff (2001) formula:

$$n = \frac{p(1-p)}{\frac{A^2}{Z^2} + \frac{p(1-p)}{N}} \div R = \frac{0.5(1-0.5)}{\frac{0.05^2}{1.96^2} + \frac{0.5(1-0.5)}{357}} \div 0.9 = 206$$

Where:

n = Essential Sample Size

N = Water service providers number of employees (357).

P = Projected adjustment in population (0.05, for 5%).

A = Accuracy preferred, expressed as a decimal

Z = Centered on confidence level at 1.96 for 95%.

R = Estimated Response rate, as a decimal expressed at 95 % (0.95) interval level.

According to Kasomo (2006) samples holds features existing in the target population and have independent possibilities of selection. To ensure random sampling of all classifications of employees, a trial fraction (f) was envisioned to create a likelihood of any group of employees being picked. The sample structure of the research is displayed in table 3.4.

**Table 3.4: Sample Size**

<b>Cadre</b>	<b>Total population</b>	<b>Sample size</b>	<b>Percentage</b>
Top level- Management employees	41	23	11.6
Middle- level management employees	114	65	32.1
Lower - level management employees	202	114	56.3
<b>Total</b>	<b>357</b>	<b>206</b>	<b>100</b>

**Source: Researcher (2019)**

### **3.7 Instruments for Data Collection**

This survey combined both primary and secondary data. Semi-structured questionnaire aided in primary data collection. Sekaran (2013) suggests that questionnaires are resourceful data collection instrument. A documents evaluation list aided in collecting secondary data.

**Table 3.5: Operationalization and Measurement of Study Variables**

<b>Type</b>	<b>variables</b>	<b>Pointers</b>	<b>Operationalization</b>	<b>Measurements</b>
<b>Dependent Variable</b>	Employees' Performance	Productivity	Measuring the way an employee translates contribution resources into goods and services.	Combined guide up to 1-5-point scale  Ordinal level

Type	variables	Pointers	Operationalization	Measurements
		Service Effectiveness	Ability and capacity of employees to provide the best product within the finest and valuable operative structure.	
		Timelines of output	Measure of employees' performance prudent with respect to users' needs.	
<b>Independent variable</b>	Consultative management	Joint decision making	Different levels of employees involvement in policy-making	Combined guide up to 1-5-point scale -Ordinal level
		Suggestion plans	Course physical or mental state influencing a thought to make a decision.	
		Attitude surveys	Collecting input from employees about their job related perceptions.	
	Quality Circles	Group involvement	Association in the activities of a group.	Combined index of 1-5-point scale Ordinal level
		Supportive policies	Statements on employee's direction in an organization on performance.	
		Participation opportunities	Chances given to employees in decision making actively.	
	Representative Participation	Trade unions	Organization of workers membership.	Combined guide up to 1-5-point scale.
		Workers Director	Workers representatives in	

<b>Type</b>	<b>variables</b>	<b>Pointers</b>	<b>Operationalization</b>	<b>Measurements</b>
			Board of Directors in corporate matters.	Ordinal level
		Joint committees	Members from more than one unit in an organization.	
	Delegation	Increased autonomy	Enlarged freedom employees are given while working to set their own schedules in a firm.	Combined guide up to 1-5-point scale  Ordinal level
		Task specification	Giving employees units of work with Checklist and must be completed.	
	Entrusting functions	Transferring to a junior employee duty or job and roles.		
<b>Moderating variable</b>	Political Environment	Administrative Laws	System of rules regulating the actions of employees and organization.	Combined guide up to 1-5-point scale.  Ordinal level
		Leadership	Ability to guide other individuals and teams to exercise high control.	
		Controlled Programmes	Set of related activities ordered with long-term aims.	
<b>Mediating variable</b>	Employees commitment	Affective Commitment	Psychological affection and connection to a firm	Combined guide up to 1-5-point scale  Ordinal level
		Continuance Commitment	Extending employment stirred by benefits with exiting an institution.	

Type	variables	Pointers	Operationalization	Measurements
		Normative Commitment	Compulsion to endure engagement in the organization resulting from outwardly applied strain.	

Source: Researcher (2019)

### 3.8 Validity and Reliability of Data Collection Instruments.

The sub-section covers validity together with study instruments reliability in support of the investigation.

#### 3.8.1 Validity of Research Instruments

A pilot test to ensure content validity was carried out with 20 respondents. Outcomes were used to make alterations where required to guarantee the tools measured expectations (Saunders *et al.*, 2007). The piloting assisted to know whether participants faced problems in comprehending items, or they omitted items, approximate the period respondents utilized to complete the instrument. Assess how instrument would perform in the field. Results revealed that the questionnaires were easy to understand

According to Sekaran (2013) validity denotes exactness and significance of interpretations made founded on results obtained. The study adopted content validity to measure instruments validity. Developed instruments were presented to the supervisors and the research specialists in the relevant school to assess the usability and aptness of the content, precision and tolerability of development of the instrument

from a research perspective. On top of this, professional view was done to ascertain content validity.

To quantify the content validity, content validity index was used which was computed as the number of experts giving a rating for each item divided by the total number of experts. The study terms operationalization was used to ensure construct validity. Purposefully, the operationalization aided in replicating hypothetical conventions as captured in the objectives and the conceptual framework.

### **3.8.2 Reliability of Research Instruments**

Orodho (2009) argues that the level of the degree an instrument yields similar outcome repeatedly constitutes reliability. This research computed reliability using the verbally accepted Cronbach Alpha coefficient to determine the internal consistency of the research instruments (Zikmund, 2009). According to Cooper and Schindler (2007) for a reliable instrument, the coefficient must be beyond 0.7. Variables were tested for reliability through computing Cronbach alpha statistical tests. Zikmund (2009) reckoned that Cronbach's Alpha would be the main measure used to evaluate the fineness of an instrument.

### **3.9 Data Collection Procedures**

Data was collected through the process of obtaining consent letter from the National Commission for Science, Technology and Innovation (NACOSTI). Research authorization memo was got *through* from University authorizing the research. Additionally, approval and agreement towards gathering material from participants was acquired through administrators of individual water companies. The

questionnaires distribution to respondents was done by the human resource management department. Completed responses were collected afterwards inside a definite period from the respondents through the Human Resource Managers.

### **3.10 Data Analysis and Presentation**

Questionnaires coding then feeding them to the SPSS computer software which summarizes data about a single variable was done as argued and analyzed (Saunders, 2003). Frequencies, mean, standard deviation were used to analyze descriptive data. The inferential indicators aided on how to analyze qualitative figures with regression analysis being applied. All the statistical tests in this research were carried out at a significance level of 5 %. Measures of central tendency offered predictable summary data of the variables being verified.

Pearson's Correlation ( $r$ ) was attained with purpose of signifying the strength and nature of the connection. Coefficient of determination ( $R^2$ ) measured the extent of deviation in the dependent variable (employees' performance) described by the independent variable (participatory management). The F-ratio produced in the ANOVA table measured the likelihood of chance away from the conventional line (line of best fit). The p-value of the F-ratio produced ought to be less than 0.05 for the equation to be statistically significant. Once the p-value is higher than 0.05, the model becomes statistically insignificant. For p-value of lower than 0.05, the association was considered significant at 5 percent level of significance (Hair *et al.*, 2010). Secondary data was analyzed by applying theoretical knowledge and conceptual skills to utilize existing data. Evaluating data to learn what is already known and what remains and link it with supportive literature was done. The presentation of the findings was



largely done using tables and figures to indicate frequency and percentage spread. Testing of hypotheses was done to define degree of influence by the independent variable whether it is significant and vice versa. The null hypotheses rejection ideal point was at  $p < 0.05$ .

The hypotheses testing criteria is as outlined below:

**Table 3.6: Criteria for Hypothesis Testing**

No	Hypothesis	Type of Analysis	Interpretation
1	H <sub>01</sub> : Consultative Management has no effect on Employees' Performance in selected water service providers in Murang'a County, Kenya.	The following equation will be used: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$	Level of significant 0.05 Null hypothesis rejected if $P < 0.05$
2	H <sub>02</sub> : Quality Circles have no effect on Employee' Performance in selected water service providers in Murang'a County, Kenya.	Where; Y=Employees' performance X <sub>1</sub> = Consultative management	Level of significant 0.05 Null hypothesis rejected if $P < 0.05$
3	H <sub>03</sub> : Representative Participation has no effect on Employees' Performance in selected water service providers in Murang'a County, Kenya.	X <sub>2</sub> = Quality circles X <sub>3</sub> = Representative participation X <sub>4</sub> = Delegation $\varepsilon$ = Error term	Level of significant 0.05 Null hypothesis rejected if $P < 0.05$
4	H <sub>04</sub> : Delegation has no effect on Employees' Performance in selected water service providers in Murang'a County, Kenya.		Significance level 0.05 Rejection of null hypothesis when $P < 0.05$
5	H <sub>05</sub> : Political environment has no moderating influence on the relationship between Participatory Management and Employees' Performance in selected water service providers in Murang'a County, Kenya.	Model: $Y = \beta_0 + \beta_5 X + \beta_6 PE + \varepsilon$ $Y = \beta_0 + \beta_7 X + \beta_8 PE + \beta_9 PM^* PE + \varepsilon$	Significance level at 0.05 Where $P < 0.05$ null hypothesis is rejected
6	H <sub>06</sub> : Employees	Model:	At 0.05

No	Hypothesis	Type of Analysis	Interpretation
	Commitment has no mediating influence on the relationship between Participatory Management, and Employees' Performance in selected water service providers in Murang'a County, Kenya.	$Y = \beta_0 + \beta_1 X + \epsilon$ $Y = \beta_0 + \beta_2 M + \epsilon$ $Y = \beta_0 + \beta_3 X + \beta_4 M + \epsilon$ $M = \beta_0 + \beta_2 X + \epsilon$	significance level  If the $p < 0.05$ exists no mediation. Null hypothesis rejection.

**Source: Researcher (2019)**

### 3.11 Diagnostic Testing

In ensuring reliability of the outcome of regression analysis a number of diagnostic tests were conducted. They include normality test, linearity test, multicollinearity test, heteroscedasticity test and sampling adequacy test to find out the significance of the data for making interpretation (Greene, 2003).

#### 3.11.1 Normality Test

This kind of test denotes the level regarding circulation a model data takes on a normal dispersion (Black, Babin, & Anderson, 2010). Normally distributed data assures further statistical examination and does not yield exaggerated statistics (Field, 2009). The dependent variable must be normally distributed to tolerate a line model. Its value ranges from -0.1 – +1.0 and statistics beyond 0.05 show normality of data (Bates, Maechler, Bolker & Walker, 2014). The dependent variable (employees' performance) test for normality was done using Kolmogorov-Smirnov test.

#### 3.11.2 Multicollinearity Test

Gujarati and Porter (2009) assert that the presence of multicollinearity in any set of analysis may lead to high standard error. To test multicollinearity the variance inflation factor and tolerance index were considered. To ascertain accuracy among

variables and their correlation, this study considered the VIF cut-off value of 10 that is: if VIF exceeds 10 then it will be an indication of multicollinearity. Tolerance index presence is detected if the index is closer to zero and this show multicollinearity between the repressors.

### **3.11.3 Linearity Test**

Linearity test confirms that there exists a linear relationship between predictor variables and dependent variable. Every upsurge by a solitary component upon a descriptive variable is linked through stable surge by subsequent variable. Wooldridge (2005) affirms that Pearson's correlation adoption as a tool in examining direct association among variables takes priority. The use of Person's correlation coefficient aims at scrutinizing the link between individual elements for undertaking regression analysis.

### **3.11.4 Heteroscedasticity Test**

This phenomenon is associated with the presence of error variance without non-constant variance. According to Gujarati (2009) this is caused by the omission of some variables during data entry and errors of measurement. To ascertain presence of heteroscedasticity in the variables, Breusch-Pagan-Godfrey test as recommended by (Godfrey and Yamagata, 2011) was used. The test accepts error variance to be a linear function more than one variable. As a rule of thumb if the computed  $(-)=\chi^2$  outstrips the critical  $\chi^2$  value at the selected level of significance, there is a likely hood of rejecting the hypothesis of heteroscedasticity or not rejecting it (Gujarati, 2003).

### **3.11.5 Sampling Adequacy Test**

To make valid conclusion, Kaiser-Meyer-Olkin (KMO) check was adopted in measuring sample adequacy. As applauded by Field (2009) Kaiser –Meyer –Olkin statistics ought to be bigger beyond 0.05 for figures be apt and pertinent for numerical inquiry before revealing the data from the sample to inferential statistics. Williams, Brown and Onsman (2012) argue that data sets near to 1.0 are superior with threshold adequacy being 0.5.

### **3.12 Ethical Considerations**

Permission was sought by the investigator from management of the water service providers prior to distributing the questionnaires. The study further sought informal consent from each and every respondent that participated in the survey. This gave them confidence and their privacy was guaranteed. The questionnaire was constructed to gather data straight connected to the study queries. Private or personal questions were avoided and this guaranteed objectivity and evading distortion of outcomes. The material sourced from participants remained preserved with high confidentiality. Their identity was not disclosed to anybody not even the investigation crew. Finally, periodicals, reports and manuscripts by other authors were totally recognized by means of APA referencing style.

## **CHAPTER FOUR**

### **RESEARCH FINDINGS AND DISCUSSIONS**

#### **4.1 Introduction**

This chapter presents data analysis and the discussions of the results. The main objective; of the study was to investigate the effect of participatory management on employees' performance in selected water service providers in Murang'a County, Kenya. The study therefore examined the effect of consultative management, quality circles, representative participation and delegation on employees' performance. The chapter is organized into various sections. The specific sections cover response rate, reliability test analysis, respondents' background information, descriptive statistics, and diagnostic tests and hypotheses examination.

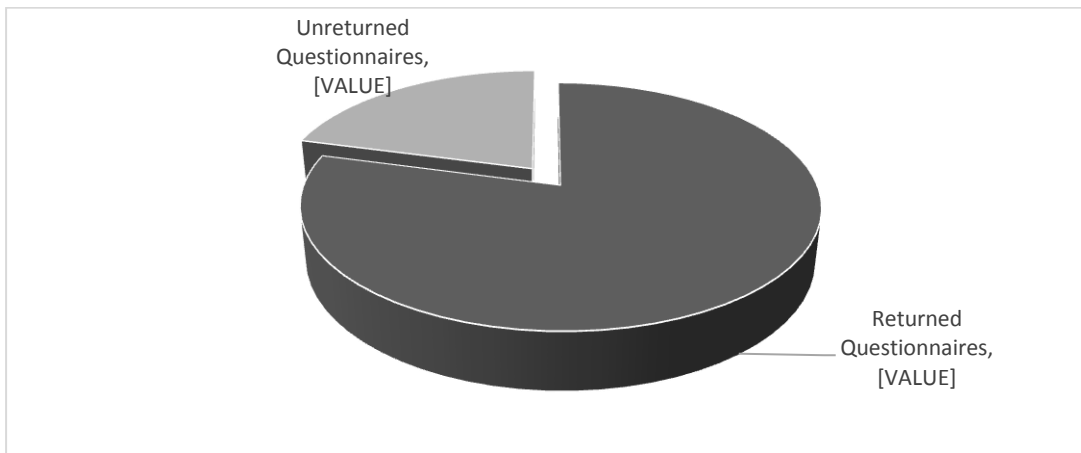
#### **4.2 Preliminary Results**

##### **4.2.1 Response Rate**

This investigation considered 357 employees being targeted population with 206 employees captured as the sampled size grouped into the following strata: top management, middle management and lower level employees of the five (5) Murang'a County water service providers. The total number of questionnaires which were administered to respondents in the three strata was 206. Overall, 163 respondents duly filled and returned the questionnaire representing a response rate of 79.13% deemed acceptable to conduct statistical analysis (Mugenda *et al.*, 2008). On the other hand, 43 questionnaires those were incomplete or not responded to were

rejected. The busy schedules of the respondents accounted for the unreturned questionnaires.

According to Saunders, Lewis and Thornhill (2007) a response rate of above 50% is justifiable for conducting statistical analysis while Ghauri (2005) stated that return rates of above 50% are satisfactory. Based on the recommendations of the various scholars, the 79.13% was appropriate to conduct statistical analysis and draw inferences of the study objectives. Figure 4.1 indicates the outcomes.



**Figure 4.1: Response Rate**

**Source: Research Data (2019)**

#### **4.2.2 Summary of Reliability Statistics**

Preceding the principal research was a pilot study done on 20 randomly selected employees of Thika Water and Sanitation Company who were not part of the final investigation. This was done in order to test the reliability of the developed questionnaire for the purpose of addressing any inadequacies that would hinder data collection. Accordingly, data collected was coded and then analyzed for internal

consistency which was used as the proxy for reliability using Cronbach’s Alpha. The threshold for Cronbach’s Alpha was 0.7 for this study.

According to suggestions of Sekaran and Bougie (2009) Cronbach’s Coefficient Alpha is considered a good measure of reliability in social science research when it’s found to be 0.70 or above. Values greater than the threshold (0.7) for each of the variables examined in this study were deemed reliable. The results as shown in Table 4.1 show that all the variables had Cronbach’s Alpha values greater than 0.7. This was a confirmation that the scales used in the constructed questionnaire were reliable.

**Table 4.1: Summary of Reliability Statistics**

Variables	No. of Items	Cronbach's Alpha	Conclusion
Consultative Management	12	0.714	Reliable Scale
Quality Circles	9	0.706	Reliable Scale
Representative Participation	11	0.734	Reliable Scale
Delegation	10	0.713	Reliable Scale
Political Environment	9	0.718	Reliable Scale
Employees Commitment	14	0.708	Reliable Scale
Employees’ Performance	12	0.803	Reliable Scale
Overall Reliability	77	0.728	Reliable

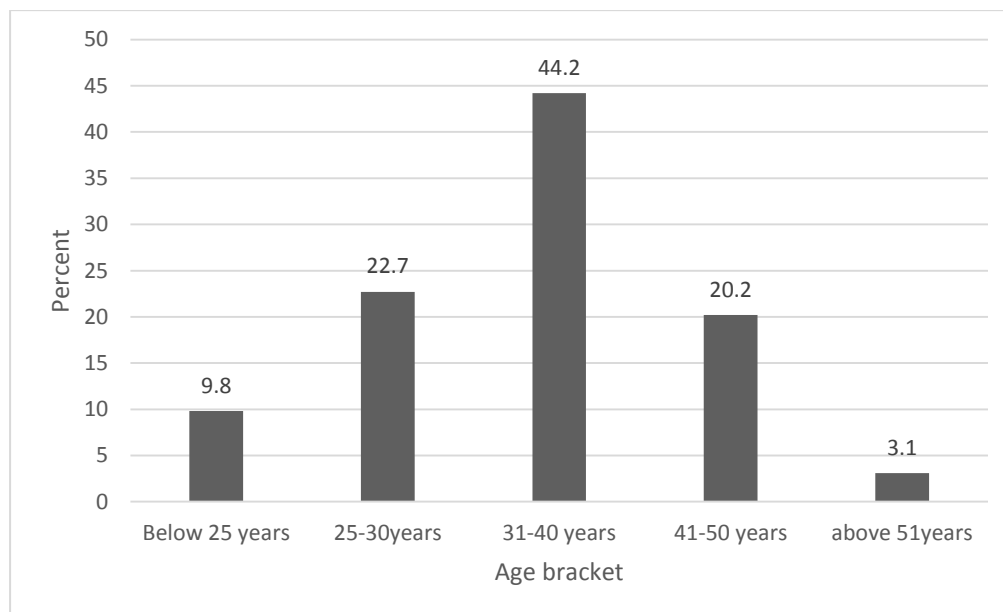
**Source: Pilot Test Data (2019)**

### **4.3 Background Information**

This section presents the respondents' gender, age, highest level of education qualification, current position held in the company and number of years in the current position. Personal characteristics of the respondents were assessed for the purpose of providing general information about them.

### 4.3.1 Age of the Respondents

The study sought to determine the age bracket of the respondents and therefore requested them to indicate their age category. From the findings as indicated in Figure 4.2, the largest proportion of the respondents represented by 44.2% were aged between 31 to 40 years followed by 22.7% who were aged between 25 to 30 years and further 20.2% who were aged between 41 to 50 years. Only 3.1% of the respondents were aged above 50 years. The findings imply that majority of the respondents were middle aged at various levels of management at the company. According to Sofijanovna and Zabijakin-Chatleska (2013) while employees who are aged above 50 years occupy more superior management positions, their younger counterparts also have opportunities to occupy the same based on the performance levels.



**Figure 4.2: Age of the Respondents**

**Source: Research Data (2019)**



To further confirm the results, the study cross tabulated the current position of the respondents and years of service against their age and as shown in Table 4.2, the largest proportion of respondents (11) who occupied top level of management were aged above 40 years while the largest proportion of respondents (14) who had worked in the current position for more than 9 years were also above 40 years.

**Table 4.2: Cross Tabulation of Age and Current position; Years of service**

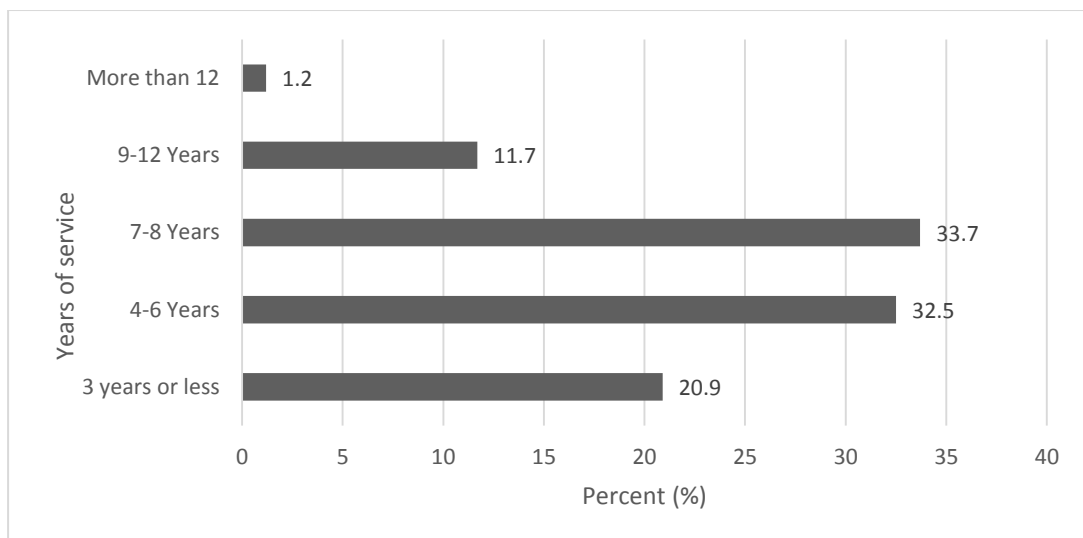
Current position	Age bracket					Total
	Below 25 years	25 - 30years	31-40 years	41-50 years	Above 51years	
Top level management	2	1	7	8	3	21
Middle level	9	10	35	17	0	71
Lower level cadre	5	26	30	8	2	71
<b>Total</b>	<b>16</b>	<b>37</b>	<b>72</b>	<b>33</b>	<b>5</b>	<b>163</b>
Years of service						
3 or less	12	18	1	2	1	34
4-6	2	19	20	12	0	53
7-8	1	0	45	9	0	55
9-11	1	0	6	9	3	19
More than 12	0	0	0	1	1	2
<b>Total</b>	<b>16</b>	<b>37</b>	<b>72</b>	<b>33</b>	<b>5</b>	<b>163</b>

**Source: Research Data (2019)**

#### **4.3.2 Respondent Years of Service**

The study also assessed the number of years respondents had worked in the company. In this regard, the results showed that the largest proportion of the sample, 33.7%, had worked in the company for a period of 7 to 8 years while 32.5% indicated that they had worked for a period of 4 to 6 years with a further 20.9% indicating that they had worked in the company for 3 years or less. Only 12.9% of the respondents indicated that they had worked in the company for a period of more than 9 years.

The results imply that majority of the respondents had worked in the company long enough to understand its management dynamics. According to Aosa (2011) long tenured employees are likely to participate in the management arrangement of a firm. The findings also imply that most of the interviewees were experts who had managed for long therefore provided correct data management dynamics in the company. The findings are presented in Figure 4.3.



**Figure 4.3: Respondent Years of Service**

**Source: Research Data (2019)**

To confirm the results, the study cross tabulated the years of service against current position of respondents and as shown in table 4.3, the largest proportion (11) who with the highest working experience mainly occupied top management positions. The findings implied that organization rewarded loyalty by promotion.

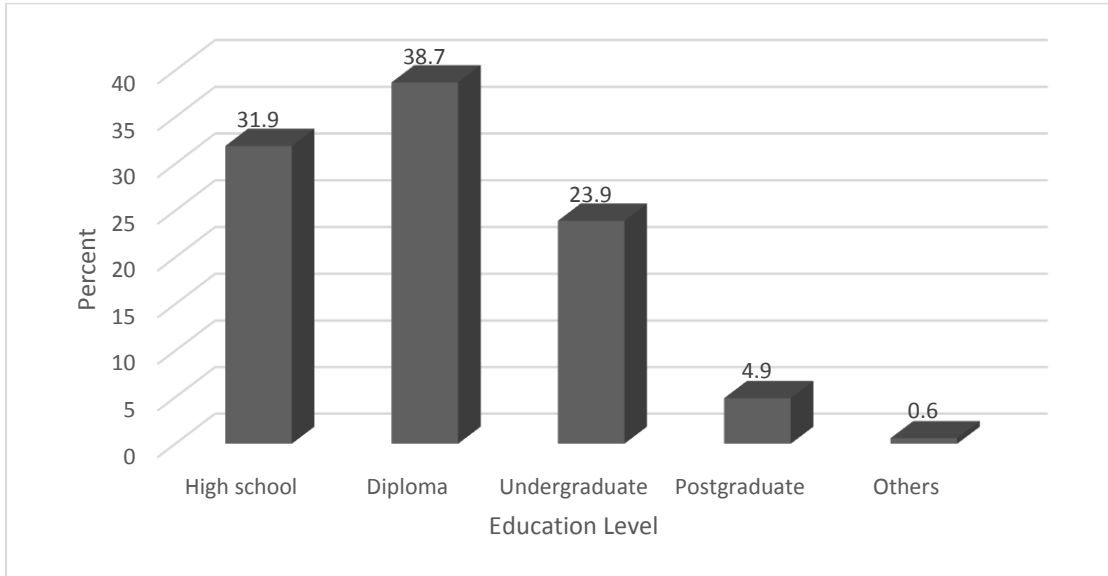
**Table 4.3: Cross Tabulation of Years of Service and Current Position of Respondents**

<b>Current position</b>	<b>Years of service</b>					<b>Total</b>
	<b>3 or less</b>	<b>4-6</b>	<b>7-9</b>	<b>9-12</b>	<b>more than 12</b>	
Top level management	2	3	5	9	2	21
Middle level	13	26	23	9	0	71
Lower level cadre	19	24	27	1	0	71
<b>Total</b>	<b>34</b>	<b>53</b>	<b>55</b>	<b>19</b>	<b>2</b>	<b>163</b>

**Sources: Research Data (2019)**

#### **4.3.3 Educational Level of the Respondents**

This research additionally pursued finding out on highest educational level regarding interviewees and consequently requested them to indicate their highest level of education. From the findings in Figure 4.4, it was established that the largest proportion of the sample, 38.7%, indicated college Diploma as the utmost educational achievement with a further 23.9% holders of University Degrees while 4.9% had post graduate education qualification. However, 31.9% of the respondents indicated that they had high school level of academic qualification. The findings imply suitability of the respondents for the study as they had adequate level of education to read and understand the contents of the research instrument.



**Figure 4.4 Educational Level of the Respondents**

**Source: Research Data (2019)**

#### **4.3.4 Gender of the Respondents**

From the findings as indicated in Table 4.4, male respondents made up 46% of the sample while 54% were female. This is an indication that both genders were involved in this study and thus the findings of the study did not suffer from gender bias.

**Table 4.4: Gender of Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Female	88	54
Male	75	46
<b>Total</b>	<b>163</b>	<b>100</b>

**Source: Research Data (2019)**

### 4.3.5 Current Position of the Respondents

The current job cadre every respondent hold was also established by the study. The outcome as in Table 4.5 below show most participants, 87.2%, remained equally split between middle and lower cadre of management while respondents in the top management level comprised 12.9% of the sample.

**Table 4.5: Current Position of Respondents**

<b>Current Position</b>	<b>Frequency</b>	<b>%</b>
Top level management	21	12.9
Middle level management	71	43.6
Lower level cadre	71	43.6
<b>Total</b>	<b>163</b>	<b>100</b>

**Sources: Research Data (2019)**

### 4.4 Descriptive Results

This form of results shows clearly the manner in which respondents answered to several statements that were used in measuring the study variables. The respondents were asked questions on a 5-point Likert scale and the findings are presented in this section through mean and standard deviation.

#### 4.4.1 Participatory Management

The independent variable of the study was participatory management which was measured by consultative management, quality circles, representative participation and delegation while dependent variable remained employees' performance. Using

Standard deviation and mean, descriptive outcomes on each of these variables are presented.

#### **4.4.1.1 Consultative Management**

The first objective of the study was to investigate the effect of consultative management on employees' performance in water service providers in Murang'a County, Kenya. This section therefore presents results on consultative management practices at water service providers in Murang'a County using mean and standard deviation. Respondents were requested to specify the level of their agreement with various statements regarding consultative management in the company with the aim of establishing whether they embraced consultative management based on a scale of 1 to 5 where: Strongly Agree=5, Agree=4, Averagely Agree=3, Disagree=2 and Strongly Disagree=1.

The findings presented in Table 4.6 indicate that the largest proportion of the sample, 36.4% and mean value 3.91 agreed that their supervisors consider attitude surveys outcome always while a further 33.3% strongly agreed. On whether there exists information sharing during meetings with the supervisor and employees regularly use suggestion plans, the outcomes revealed that the largest fraction of the sample, 45.7% (mean=3.95) and 39.8% (mean=3.75) respectively, agreed to the statements.

The results also indicated that a larger proportion of the sample represented by 29.2% and a mean of 3.61 agreed that employee attitude surveys in the organization are regarded highly whereas 41.9% agreed that supervisor are always ready to listen to the juniors' views and proposals confirmed by a mean of 3.73.

It was further established that respondents agreed that immediate supervisor suggests methods to advance group's production, 38.9% and mean value 3.7, and that seniors encourage work team participants to solve problems jointly as represented by 37.7% and mean of 3.83. A mean of 3.73 also confirmed that the largest proportion of the sampled respondents agreed that managers openly discuss employee career development in meetings. Regarding the statement whether top management inspires work team members to interchange material information with one another, the largest percentage of the sample, 41.1 and a mean of 3.92 agreed. It was also established that the largest proportion of the sample as represented by 39.8%, 34.2% and 37.7% respectively agreed that outcomes completed in the joint consultative gatherings are communicated in good interval to workers, employees always know when changes that affect their job are conducted and that staffs are briefed with response once they give suggestions.

The findings in this section generally imply that water service providers in Murang'a County practice consultative management by sharing pieces of information with employees with an aim of improving employees' performance. The results agree with the findings by Branch (2002) which showed that independence in work, joint decision making and team work are the key consultative management factors that when in place effectively steer organizations through a myriad of challenges as well as provide opportunities to develop a competitive edge. This asserts the findings of Brenda and Marshall (2004) who opined that supervisors and subordinate should discuss suggestion plans for smoother group processes to promote employees' performance.

**Table 4.6: Consultative Management Descriptive Results**

<b>Statement</b>	<b>S</b>	<b>D</b>	<b>A</b>	<b>A</b>	<b>S</b>	<b>Mea</b>	<b>std.</b>
	<b>D</b>		<b>A</b>	<b>A</b>	<b>A</b>	<b>n</b>	<b>Dev.</b>
Individual supervisor considers attitude surveys outcome always.	1.	8.	20	36	33		
	9	0	.4	.4	.3	3.91	1.01
	%	%	%	%	%		
There exists information sharing during meetings with my supervisor	0.	4.	22	45	27		
	0	9	.2	.7	.2	3.95	0.83
	%	%	%	%	%		
Employees regularly use suggestion plans in this organization	0.	10	26	39	23		
	0	.6	.7	.8	.0	3.75	0.93
	%	%	%	%	%		
Employee attitude surveys are regarded highly in this organization	2.	13	29	29	25		
	5	.7	.2	.2	.5	3.61	1.08
	%	%	%	%	%		
Supervisor are always ready to listen to the juniors' views and proposals	1.	8.	25	41	21		
	9	8	.6	.9	.9	3.73	0.96
	%	%	%	%	%		
Immediate supervisor suggests methods to advance group's production	1.	3.	38	38	18		
	3	2	.2	.9	.5	3.70	0.85
	%	%	%	%	%		
Seniors encourage work team participants to solve problems jointly	0.	3.	34	37	24		
	0	7	.0	.7	.7	3.83	0.84
	%	%	%	%	%		
Managers openly discuss employees career development in meetings	1.	8.	26	42	21		
	9	1	.7	.2	.1	3.73	0.95
	%	%	%	%	%		
Top management inspires work team members to interchange material information with one another	1.	1.	29	41	27		
	2	2	.0	.4	.2	3.92	0.85
	%	%	%	%	%		
Outcomes completed in the joint consultative gatherings are communicated in good interval to workers	2.	9.	28	39	20		
	5	3	.0	.8	.5	3.66	0.99
	%	%	%	%	%		
Employees always know when changes that affect their job are conducted	1.	13	21	34	29		
	20	.0	.7	.2	.8	3.78	1.05
	%	%	%	%	%		
Staffs are briefed with response once they give suggestions	1.	10	21	37	29		
	2	.5	.6	.7	.0	3.83	1.01
	%	%	%	%	%		

**Source: Research Data (2019)**



#### **4.4.1.2 Quality Circles**

The study's second objective was to determine the effect of quality circles on employees' performance in water service providers in Murang'a County, Kenya. Respondents were asked to indicate their agreement or otherwise with various statements regarding participation in quality circles in the company. The scale ranged from 1 to 5 where strongly Agree=5, Agree=4, Averagely Agree=3, Disagree=2 and Strongly Disagree=1.

The findings presented in Table 4.7 demonstrate that the major percentage of the sample represented by 34.8% and 33.5% strongly agreed and agreed respectively that they would join alternative circle in case they were moved to another section or area of work responsibility. The findings are confirmed by a mean of 3.88. Similarly, the largest percentage, 38.50% and 37.50% respectively, agreed that they shared responsibilities with colleagues who are quality circle members in one's department and that the top management has laid down supportive policies to promote quality circles.

Regarding the statement that opportunities given through circles increase material information distribution between employees, 43.5% of the respondents who represented the largest proportion agreed as confirmed by a mean of 3.68. Moreover, respondents averagely agreed that their relationship with work group was better than it had been in the past, 34.40%, whereas 42.5% and a mean of 3.68 agreed that quality circles assist development of employees' skills in needs analysis.

It was also established that respondents agreed that quality circles have helped employees to be more active which improve their performance, 37.50%, members of the circles meet as a group to foster circle efforts, 34.20% and that quality circles enhance the productivity of the employees than ever before as indicated by a mean of 3.99.

The findings in this section are an indication that employees in water service providers in Murang'a County, Kenya participates in quality circles to enhance their performance. The results thus agree with Evans (2010) who states that quality circles are widely used in encouraging employee participation and empowerment leading to marked employees' performance notably through group's involvement, participation opportunities and supportive policies.

**Table 4.7: Quality Circles Descriptive Results**

<b>Statement</b>	<b>S</b>	<b>D</b>	<b>A</b>	<b>A</b>	<b>S</b>	<b>Mea</b>	<b>std.</b>
	<b>D</b>		<b>A</b>		<b>A</b>	<b>n</b>	<b>Dev.</b>
I would join alternative circle if I was moved to another section or area of work responsibility.	2.5	10.6	18.6	33.5	34.8	3.88	1.08
I share responsibilities with my colleagues who are quality circle members in my department	4.3	9.3	22.4	38.5	25.5	3.71	1.08
The top management has laid down supportive policies to promote quality circles.	1.9	12.5	26.9	37.5	21.2	3.64	1.01
Opportunities given through circles increase material information distribution between employees	1.9	10.6	24.8	43.5	19.3	3.68	0.97
My relationship with my work group is better than it has been in the past	1.2	9.4	34.4	29.4	25.6	3.69	1.00
Quality circles assist development of employees' skills in needs analysis	0.6	10.0	28.8	42.5	18.1	3.68	0.91
Quality circles have helped employees to be	3.3	10.10	22.22	37.37	25.25		

more active which improve their performance	8	.6	.5	.5	.6	3.71	1.08
	%	%	%	%	%		
Members of the circles meet as a group to foster our circle efforts.	3.	11	28	34	23		
	1	.8	.0	.2	.0	3.62	1.06
	%	%	%	%	%		
Quality circles enhance the productivity of the employees than ever before.	2.	8.	16	33	39		
	5	1	.8	.5	.1	3.99	1.05
	%	%	%	%	%		

**Source: Research Data (2019)**

#### **4.4.1.3 Representative Participation**

The third objective of the study was to investigate the effect of representative participation on employees' performance in selected water service providers in Murang'a County, Kenya. Questions were formulated in the research instrument to elicit responses on representative participation of employees in the companies whereby mean and standard deviations were adopted. Respondents specified their level of agreement with various statements regarding representative participation with the aim of establishing whether the company embraced representative participation based on a scale of 1 to 5 where: Strongly Agree=5, Agree=4, Averagely Agree=3, Disagree=2 and Strongly Disagree=1. The findings are presented in Table 4.8.

Results further show majority agreed that personnel are represented by a chosen co-worker at the management board as shown by 39.5% and a mean of 4.04. Further, respondents agreed that they remained strong affiliate of a work team in the organization, 54.70%, and a participant of quality administration work squad in their department, 34.80% and mean value 3.89. A mean of 3.74 also showed that respondents agreed that a council of elected workers' representatives exist in the organization while 42.6% and mean 4.07 strongly agreed that there is a trade union

representative in the organization. Regarding the statement that workers in the firm feel sufficiently represented at the joint union/management committee, the largest proportion of the sample, 40.7% and mean 3.73 agreed.

It was also indicated that there is a trade union representative on staff matters whereby 39.5% and mean 3.81 agreed. However, respondents averagely agreed that representation in numerous structures raises the self-esteem of employees, 38.30% and mean 3.72, and that a pleasant working association by the work councils and the management in the organization exists as shown by 38.9% and a mean of 3.67. Moreover, the results show that respondents agreed that decisions made in meetings with representatives are shared in good time to employees, 42.00%, and that representation in verdict making structures increases workers obligation to the organization, 40.10% and mean 3.89. The results presented in this section confirm that employees in water service providers in Murang'a County are involved in representative participation and that the companies strive to ensure employee representation at all level of management and structures.

The results agreed with Brunt and McCourt (2011) who noted that workers' involvement through initiatives such as workers directors, trade unions and joint committees in decision making enhances their performance. Similarly, the findings of Stewart Danford *et al.*, (2010) agree with the findings by proving that representative participation through joint committees and workers in the board was positive and significantly linked to employees' performance.

**Table 4.8: Representative Participation Descriptive Results**

<b>Statement</b>	<b>S</b>	<b>D</b>	<b>A</b>	<b>A</b>	<b>S</b>	<b>Mea</b>	<b>stud.</b>
	<b>D</b>		<b>A</b>		<b>A</b>	<b>n</b>	<b>dev.</b>
Personnel in this association are represented by a chosen co-worker at the management board	0.0	6.8	22.2	31.5	39.5	4.04	0.95
I remain a lively affiliate of a work team in the organization	0.0	3.1	21.1	54.7	21.1	3.94	0.74
I am a participant of quality administration work squad in my department.	0.0	7.6	26.6	34.8	31.0	3.89	0.93
A council of elected workers representatives exists in this organization	1.2	5.6	31.2	41.9	20.0	3.74	0.89
There is a trade union representative in the organization	2.5	3.7	21.0	30.2	42.6	4.07	1.00
Workers in the firm feel sufficiently represented at the joint union/management committee	1.9	6.8	29.0	40.7	21.6	3.73	0.94
Administration at my office openly refer to trade union representative on staff matters	2.5	9.3	21.0	39.5	27.8	3.81	1.02
Representation in numerous structures raises the self-esteem of employees in this institution.	0.6	4.3	38.3	35.8	21.0	3.72	0.87
A pleasant working association by the work councils and the management in the organization exits	0.6	6.2	38.9	34.6	19.8	3.67	0.88
Decisions made in meetings with representatives are shared in good time to employees.	0.6	8.0	25.9	42.0	23.5	3.80	0.91
Representation in verdict making structures increases workers obligation to this organization	1.9	5.6	23.5	40.1	29.0	3.89	0.95

**Source: Research Data (2019)**

#### **4.4.1.4 Delegation**

The study's fourth objective was to determine the effect of delegation on employees' performance in water service providers in Murang'a County, Kenya. Respondents were asked to indicate their agreement or otherwise with various statements regarding delegation in the company. The findings presented in Table 4.9 illustrate that the biggest percentage of the sample represented by 44.7% strongly agreed that their supervisor delegates and assigns duties and responsibilities to capable employees. It was also established that respondents agreed that they are afforded freedom to make decisions and account for results as represented by 50.30% and an average of 3.85.

These outcomes further show participants agreed they regularly design work schedules without waiting for managers to instruct them, they value input from employees mandated by the supervisor to regulate how work is executed and that they acknowledge authority given by responding as shown by respective means of 3.84, 3.99 and 4.

Regarding the declaration that delegation accelerates decision making process among employees in this firm, 48.4% of the respondents agreed whereas 26.7% strongly agreed. On the statement delegation help one's colleagues gain exposure and growth, the largest percentage of the sample, 42.9% agreed, similarly, results show that 54.4% agreed that their supervisor inspires them to guide what happens in their division.

The results additionally show that respondents agreed that delegation makes them to adopt with different conditions at this organization, 40.40% and mean 4.11, and that delegation offers them a chance to depend on themselves in attaining work

performance, 42.50%. The results generally imply that delegation is practised in water service providers in Murang'a County to ensure that employees benefit and grow from undertaking specific duties and responsibilities. The findings are consistent with a study by Hamdan Rasheed Al-Jamma (2015) on delegation and competence, effectiveness and performance which indicated a significant relationship between effectiveness in delegation by increasing staff autonomy and job performance where managers assign duties for effective execution. Mohammadia and Shahrabib (2013) also found a relationship between delegation of authority in members of varied ranks and performance.

**Table 4.9: Delegation Descriptive results**

<b>Statement.</b>	<b>S</b>	<b>D</b>	<b>A</b>	<b>A</b>	<b>S</b>	<b>Me</b>	<b>Std.</b>
	<b>D</b>		<b>A</b>		<b>A</b>	<b>an</b>	<b>Dev</b>
My supervisor delegates and assigns duties and responsibilities to capable employees.	0.0	0.0	.18	.36	.44	4.26	0.75
	%	%	%	%	%		
Employees are given freedom to make decisions and account for results	1.2	3.7	.24	.50	.20	3.85	0.83
	%	%	%	%	%		
Employees regularly design work schedules without waiting for managers to instruct them.	1.3	8.8	.24	.37	.28	3.82	0.98
	%	%	%	%	%		
Employees value input from employees mandated by my supervisor to regulate how work is executed in this firm	0.6	1.2	.35	.39	.23	3.84	0.82
	%	%	%	%	%		
Employees acknowledge authority given by responding with actions.	0.0	0.6	.30	.39	.30	3.99	0.79
	%	%	%	%	%		
Delegation accelerates decision making process among employees in this firm.	0.6	0.6	.23	.48	.26	4.00	0.77
	%	%	%	%	%		
Delegation help my colleagues gain exposure and growth	0.0	0.6	.20	.42	.35	4.14	0.76
	%	%	%	%	%		
My supervisor inspires me to guide what	1.1	1.1	.21	.54	.20		

happens in my division	9	2	.9	.4	.6	3.91	0.80
	%	%	%	%	%		
Delegation makes me to accept diverse situations in this firm	0.	3.	19	40	36		
	0	1	.9	.4	.6	4.11	0.83
	%	%	%	%	%		
Delegation offers an opportunity to self-reliance in attaining task performance.	0.	0.	18	42	38		
	6	0	.8	.5	.1	4.18	0.77
	%	%	%	%	%		

**Source: Research Data (2019)**

#### 4.4.2 Political Environment

This segment presents the descriptive results on political environment. Political environment was used as a moderating variable in this study. Accordingly, interviewees were requested to show the level of agreement or otherwise to constructed questions that sought to describe the political environment. A scale of 1 to 5 as follows: strongly disagree, agree, averagely agree, disagree, plus strongly disagree was adopted. Findings then presented below in Table 4.10.

The results show that respondents agreed that they swiftly react and efficiently fulfill requirements subject to political change in guidelines and laws, mean 3.98. Majority of the respondents, 52.5% and mean 3.73, also agreed that they employees are issued with the necessary facilities according to legal requirement affecting their performance. Regarding the statement that political leaders influence appointments of employees and affect employees' performance, the largest proportion of the sample, 34.8% and mean 3.77 strongly agreed whereas 46.2% agreed that employees feel demotivated when they are not rewarded suitably due to mere political interferences.



However, 32.9% of the subjects agreed that politically instigated programmes exist in the organization with the company prevailing programmes in use politically driven. The results further indicated that employees take advantage of external political opportunities and take them with 30.4% and mean 3.69 of the respondents agreeing while 11.8% disagreed. The largest percentage of the sample, 42.5% agreed that fluctuating political stability affects employees' performance with 30.00% strongly agreeing. Moreover, 45.3% and mean 4.08 of the respondents strongly agreed that proper rules and regulations are not followed by politicians causing legal disputes and affect employees' performance.

The findings in this section imply that employees in the companies experienced political pressures that influenced performance. The findings agree with McElwee (2007) that the political environment affects employees by being characterized as dynamic and turbulent with complex laws and regulations affecting employees and customers in service delivery.

**Table 4.10: Political Environment Descriptive Results**

Statement	S	D	A	A	S	Me	Std.
	D		A		A	an	Dev
Employees swiftly react and efficiently fulfil requirements subject to political change in guidelines and laws.	3.7	6.2	16.8	35.4	37.9	3.98	1.07
Employees are issued with the necessary facilities according to legal requirement affecting their performance	2.5	8.1	20.0	52.5	16.9	3.73	0.92
Political leaders influence appointments of employees and affect employees' performance	6.2	8.7	21.7	28.6	34.8	3.77	1.20
Employees feel demotivated when they are not rewarded suitably due to mere political	1.9	2.5	20.0	46.2	29.4	3.99	0.88

interferences	%	%	%	%	%		
Politically instigated programmes exist in this organization	6.3	14.6	22.2	32.9	24.1	3.54	1.19
The company prevailing programmes in use are politically driven	7.0	17.1	25.9	31.6	18.4	3.37	1.17
Employees take advantage of external political opportunities and take them.	3.1	11.8	28.6	26.1	30.4	3.69	1.12
Fluctuating political stability affects employees' performance	1.2	3.1	23.1	42.5	30.0	3.97	0.88
Proper rules and regulations are not followed by politicians causing legal disputes and affect employees' performance	0.6	7.5	20.5	26.1	45.3	4.08	1.01

**Source: Research Data (2019)**

#### **4.4.3 Employees Commitment**

The sixth objective aimed at evaluating the mediating effect of employee's commitment on relationship between participatory management and employees' performance in selected water services providers in Murang'a County, Kenya. Respondents replied to various constructs of employees commitment to show level of agreement based on a 5-point Likert scale where: Strongly Agree=5, Agree=4, Averagely Agree=3, Disagree=2 and Strongly Disagree=1 was adopted.

The findings as presented in Table 4.11 show that 38.6% representing the largest proportion of the respondents agreed that they would be pleased to devote the remaining part of their profession time in the company confirmed by a mean of 4.05 whereas majority, 50.3% agreed that they appreciate deliberating about the organization with the public. Similarly, 44.2% of the sample agreed that they feel contented to partake an occupation in thee organization continually since their values

are shared while 33.5% strongly agreed that they certainly felt as though the firms' problems were also theirs. Regarding the claim that if one had not invested presently too much in the company, they would plan to be employed elsewhere, 31.6% agreed while 22.2% disagreed.

Moreover, respondents strongly agreed that they thought they could certainly become as committed to another organization as they remained in the current one whereas 39% agreed that they were eager to pledge unlimited energy and support to make the company successful. Similarly, 38.7% representing the largest percentage agreed that they felt it would be a big let-down to colleagues in case they left the firm to join a different one. At the same time it was noted that most of respondents, 45.8% and mean 1.8, strongly disagreed that they do not feel passionately dedicated to the company.

In addition deductions show most of interviewees averagely consented that company bears a countless deal of individual sense for them as represented by 39.6% and a mean of 3.38. Respondents also strongly disagreed that they lack a robust sense of belonging to the firm, 47.70% whereas 56.3% agreed that parting with the company would remain a wrong judgement considering how it had inspired them. The findings in this section generally indicate the respondents were committed to the company and to their job. A study by Salim (2017) indicated that employee's commitment subscales holds a significant influence on work performance proportions regarding output of employees.

**Table 4.11: Employees Commitment Results**

<b>Declaration</b>	<b>S</b>	<b>D</b>	<b>A</b>	<b>A</b>	<b>S</b>	<b>Mea</b>	<b>Std.</b>
	<b>D</b>		<b>A</b>		<b>A</b>	<b>n</b>	<b>Dev</b>
							<b>.</b>
I would be pleased to devote the remaining part of my profession in this company	1.3	3.8	22.2	34.2	38.6	4.05	0.94
	%	%	%	%	%		
I appreciate deliberating about this organization with public	0.0	3.2	24.8	50.3	21.7	3.90	0.77
	%	%	%	%	%		
I feel contented to partake an occupation in this organization continually since my values are shared	0.0	1.3	28.8	44.2	25.6	3.94	0.77
	%	%	%	%	%		
I certainly have feelings as though the firms' difficulties remain mine.	1.3	5.1	27.2	32.9	33.5	3.92	0.96
	%	%	%	%	%		
If hadn't invested presently too much in this company, I would plan to be employed elsewhere	3.8	22.2	21.5	31.6	20.9	3.44	1.16
	%	%	%	%	%		
I think I could certainly become as committed to another organization as I remain to this one	1.9	12.2	27.6	28.8	29.5	3.72	1.08
	%	%	%	%	%		
I do not feel similar to an associate member of the family at this organization	5.8	23.9	19.4	24.5	26.5	3.42	1.27
	%	%	%	%	%		
I am eager to position unlimited pledge of more energy to support this company to be successful	0.6	1.9	30.5	39.0	27.9	3.92	0.85
	%	%	%	%	%		
I feel it a big let-down to my colleagues in case I leave the firm and join different one	1.9	13.5	29.7	38.7	16.1	3.54	0.98
	%	%	%	%	%		
I do not feel passionately dedicated to this company	45.8	40.6	5.2	4.5	3.9	1.80	1.00
	%	%	%	%	%		
This institution bears a countless deal of individual sense for me	5.4	11.4	39.6	27.5	16.1	3.38	1.06
	%	%	%	%	%		
I lack a robust sense of belonging to this firm	47.7	39.4	7.1	3.9	1.9	1.73	0.90
	%	%	%	%	%		

	%	%	%	%	%		
Parting with this group remains a wrong judgement for me considering how it has inspired me	14	29	21	23	11	2.88	1.25
I am not scared of whatever might occur if I resign my occupation at this firm without an alternative job.	34	40	7.	9.	7.	2.15	1.22

**Source: Research Data (2019)**

#### 4.4.4 Employees' Performance

This investigation had employees' performance as the dependent variable. Consequently, the enjoined section therefore analyses the performance of employees in selected water services providers in Murang'a County. Various constructs of performance were designed to gauge the level of employees' performance. The results shown in Table 4.12 illustrate that respondents agreed that workers are permitted to make decisions regarding improvement of their productivity confirmed with a mean of 4.04. Outcomes show most participants, 50.3%, concurred that firm administration team prices workers' thoughts and plans scheduled to refine excellence in service rendering. Regarding the statement that employees register fewer defects and less errors in the cause of their duty, 35.5% agreed while a further 28.3% strongly agreed.

The results also show that respondents agreed that employees maximize time available to do other activities, 49.4% and mean 3.83. Regarding the claim that management inspires all workers to challenge how issues are completed in handling customers' complaints, 41.3% agreed supported by 33.3% who strongly agreed. It was also established that majority of respondents, 53.8%, agreed that services are delivered within set timelines whereas 41.7% also agreed that high managerial

systems are apparent to sustain employee's effectiveness. The largest percentage of the sample, 48.4% also agreed that the enterprise provides working equipment, devices, plus additional gears for service delivery with 34% strongly agreeing that employees react punctually to adjustments in technology.

It was also established that majority of the respondents, 56.5% and mean 3.97, agreed that employees react promptly to customer complaints and keep customers records accurately. Moreover, the results show that 42.2% of the sampled respondents agreed that the organization has programmes that ensure employees performance is adequately monitored whereas 37.5% agreed that compensation procedure is openly known entirely by workers and mutually decided across board to improve performance. The findings of the study in this section generally indicate an improvement in various aspects of employees' performance.

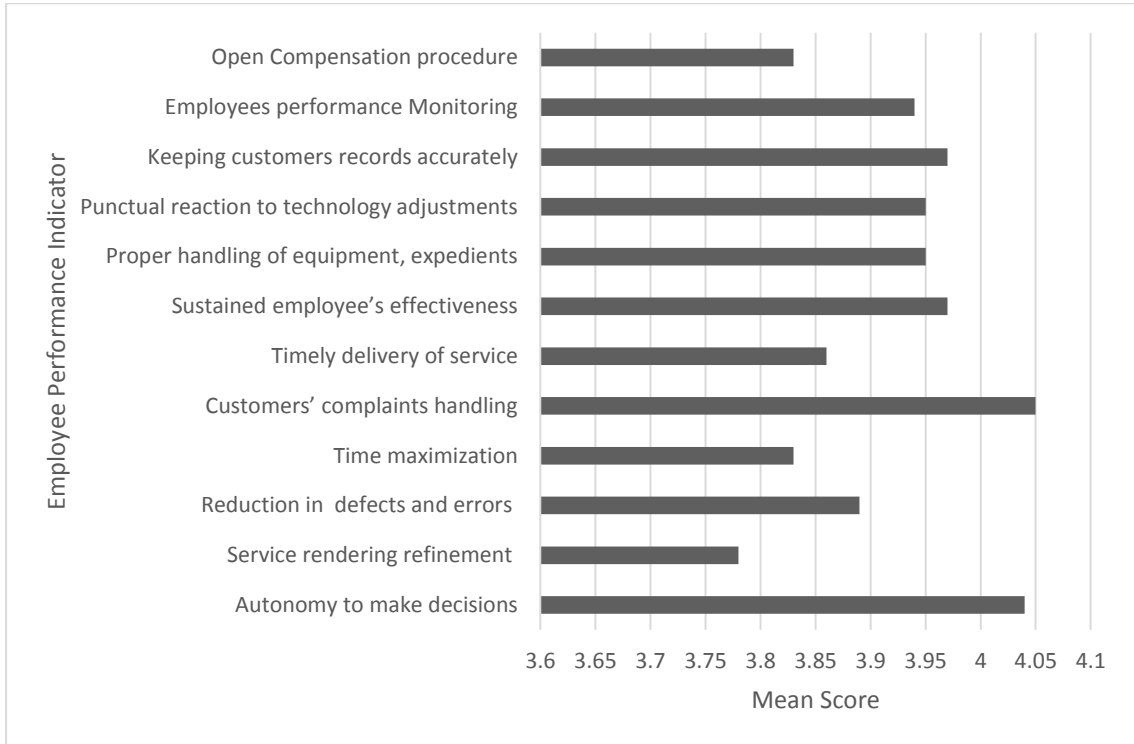
**Table 4.12: Employees Performance Descriptive Results**

<b>Statement</b>	<b>S</b>	<b>D</b>	<b>A</b>	<b>A</b>	<b>S</b>	<b>mean</b>	<b>Std</b>
	<b>D</b>		<b>A</b>		<b>A</b>		<b>Dev</b>
Workers are permitted to make decisions regarding improvement of their productivity in this organization	1.9%	1.9%	19.2%	44.2%	32.7%	4.04	0.88
The firm administration team prices workers' thoughts and plans scheduled to refine excellence in service rendering	0.6%	3.2%	29.7%	50.3%	16.1%	3.78	0.78
Employees show fewer defects and less errors in the cause of their duty	0.0%	2.6%	33.6%	35.5%	28.3%	3.89	0.85
Employees maximize time available to do other activities	1.3%	5.2%	23.4%	49.4%	20.8%	3.83	0.86
Management inspires all workers to challenge how issues are completed in handling customers' complaints	0.7%	1.3%	23.3%	41.3%	33.3%	4.05	0.83

Services are delivered within set timelines in this organisation	1.3	1.3	25.6	53.8	17.9%	3.8	0.7
	%	%	%	%		6	7
High managerial systems are apparent to sustain employee's effectiveness	0.6	3.8	23.7	41.7	30.1%	3.9	0.8
	%	%	%	%		7	7
The enterprise provide working equipment, expedients, plus additional gears for service delivery	0.6	1.3	25.2	48.4	24.5%	3.9	0.7
	%	%	%	%		5	8
The employees react punctually to adjustments in technology and to opponents schedules	0.7	5.2	26.1	34.0	34.0%	3.9	0.9
	%	%	%	%		5	3
Employees retaliate promptly to customer complaints and keep customers records accurately	0.0	1.30	21.4	56.5	20.8%	3.9	0.6
	%	%	%	%		7	9
This organization has programmes that ensures employees performance is adequately monitored	1.9	1.3	26.0	42.2	28.6%	3.9	0.8
	%	%	%	%		4	8
Compensation procedure is openly known entirely by workers and mutually decided across board to improve performance	2.0	7.3	23.8	39.7	27.2%	3.8	0.9
	%	%	%	%		3	8

**Source: Research Data (2019)**

To further establish the areas where employees performed well or otherwise, mean scores for the indicators of performance were plotted. As indicated in figure 4.5, employees recorded impressive scores in handling of customer complaints, autonomy in making key decisions, sustained effectiveness and keeping customer's record accurately. Areas where employees performed dismally include uptake of service rendering refinement by management, time maximization for other activities and timely delivery of services.



**Figure 4.5: Summary of Employees' Performance Indicators**

**Source: Research Data (2019)**

**4.5 Diagnostic Tests**

The study further conducted diagnostic tests that are normality, linearity, multicollinearity and Breusch-Pagan- Godfrey test for homogeneity of variance (Heteroscedasticity) before regression analysis so as to ensure compliance to the assumptions of regression. The study also conducted the Kaiser-Meyer-Olkin (KMO) test of sampling adequacy to ensure that the data was suitable for factor analysis which was then conducted to ensure there was construct validity. The approaches and results for each test are as indicated in the subsections below.



#### 4.5.1 Multicollinearity Test

To test multicollinearity the Variance Inflation Factor (VIF) and Tolerance Index were used. To ascertain accuracy among variables and their correlation, this study considered the VIF cut-off value of 10. Field (2009) suggests that a variance inflation factor (VIF) of more than 10 is indicative of multicollinearity. Tolerance index presence is detected if the index is closer to zero and this show multicollinearity between the repressors. Study results presented in Table 4.13 confirmed existence of multicollinearity because VIF values were less than the threshold of 10 adopted in this study. On the same note, tolerance values of each of the variables under investigation were above 0.1 implying absence of multicollinearity.

**Table 4.13: Test for Multicollinearity**

<b>Variables</b>	<b>Tolerance</b>	<b>VIF</b>
Consultative Management	0.278	3.598
Quality Circles	0.288	3.474
Representative participation	0.582	1.718
Delegation	0.511	1.956
Political environment	0.519	1.925
Employees Commitment	0.524	1.909

a **Dependent Variable: Employees' Performance**

**Source: Research Data (2019)**

#### 4.5.2 Linearity Test

The results indicated in Table 4.14 shows that there is a linear relationship between the measures of the independent variables and the dependent variable, Consultative management ( $R = .683, P = 0.000, <0.05$ ); Quality Circles ( $R = .578, P = 0.000, < 0.05$ ); Representative Participation ( $R = 0.609, P = 0.000, <0.05$ ) and Delegation ( $R = 0.643, P = 0.000, < 0.05$ ).

These findings confirmed presence of association among dependent variable and independent variables. It unveiled information followed the linearity deduction of the regression.

**Table 4.14: Correlation Matrix Test for Linearity**

	Consultative management	Quality circles	Representative participation	Delegation	Political environment	Employees' commitment	Employees' performance
Consultative management	r 1						
Quality circles	r .807**	1					
Representative participation	r .537**	.436**	1				
Delegation	r .577**	.603**	.539**	1			
Political environment	r .576**	.622**	.448**	.461**	1		
Employee commitment	r .564**	.466**	.518**	.472**	.554**	1	
Employees' performance	r .683**	.578**	.609**	.643**	.597**	.536**	1
	p 0.000	0.000	0.000	0.000	0.000	0.000	
	N 156	155	156	156	156	156	156

**\*\* Correlation is significant at the 0.05 level (2-tailed)**

**Source: Researcher (2019)**

### 4.5.3 Normality Test

Normality denotes the level in regards to circulation the model data takes on a normal dispersion (Black, Babin, & Anderson, 2010). Test for normality was done using Kolmogorov-Smirnov test. Kolmogorov-Smirnov Statistic ranges between -0.1 to +1.0 and data is normal when the p-values are higher than 0.05. As indicated by Tables 4.15, the variables had p-values greater than 0.05 implying the null Hypothesis that the data was not normally distributed was rejected. Consequently, data for each of the variables of the study was normally distributed.

**Table 4.15: Kolmogorov-Smirnov Test for Normality**

<b>Tests of Normality</b>	<b>Kolmogorov-Smirnov Statistic</b>	<b>df</b>	<b>Sig.</b>
Consultative management	0.112	155	.105
Quality circles	0.109	155	.157
Representative participation	0.145	155	.125
Delegation	0.111	155	.103
Political environment	0.118	155	.108
Employee commitment	0.113	155	.212
Employees' performance	0.176	155	.200

a **Lilliefors Significance Correction**

**Source: Research Data (2019)**

### 4.5.4 Sampling Adequacy Test

The findings presented in Table 4.16 indicate that the KMO test on all the variables in the study produced values greater than 0.5 which is the minimum threshold, implying that the sample size was adequate for further confirmatory factor analysis.

**Table 4.16: Kaiser-Meyer-Olkin Test Results**

Consultative Management	KMO Measure of Sampling Adequacy.	0.855
	Approx. Chi-Square	551.250
Quality Circles	KMO Measure of Sampling Adequacy.	0.907
	Approx. Chi-Square	552.568
Representative Participation	KMO Measure of Sampling Adequacy.	0.788
	Approx. Chi-Square	306.144
Delegation	KMO Measure of Sampling Adequacy.	0.654
	Approx. Chi-Square	153.645
Political environment	KMO Measure of Sampling Adequacy.	0.820
	Approx. Chi-Square	426.315
Employee Commitment	KMO Measure of Sampling Adequacy.	0.648
	Approx. Chi-Square	46.565
Employees' Performance	KMO Measure of Sampling Adequacy.	0.757
	Approx. Chi-Square	329.109

**Source: Research Data (2019)**

After the KMO test, it was established that a confirmatory factor analysis could be conducted to establish the construct validity of the data. The study applied confirmatory factor analysis using communalities to establish the specific sub constructs that measure the variables of the study. This was aimed at avoiding highly associated ones for the purpose of increasing reliability of the instrument. The communalities are shown in Appendix III. The study extracted only the items with Eigen values greater than 1.0 and loadings greater than 0.4. Subsequently, each study variable was subjected to factor analysis and all the factors in the study exceeded the criterion of 0.4, and hence no variable was removed.

#### **4.5.5 Heteroscedasticity Test**

To ascertain presence of heteroscedasticity in the variables Breusch-Pagan- Godfrey test as recommended by Godfrey and Yamagata (2011) was used. The probability

value should be greater than .05 to meet the heteroscedasticity assumption and therefore allow the progress of regression model analysis. The findings presented in Table 4.17 indicate that the prob > Chi2 value which represents significance is greater than 0.05 which indicates that the null hypothesis of constant variance is not rejected. This shows presence of heterogeneity confirming suitability of conducting multiple linear regression analysis.

**Table 4.17: Breusch-Pagan- Godfrey Test for Heteroscedasticity**

---

<b>Breusch-Pagan Test for Heteroscedasticity</b>	
Ho: Constant variance	
chi <sup>2</sup> (1) =	1.04
Prob > chi2 =	0.3078

---

**Source: Research Data (2019)**

#### **4.6 Test of Hypotheses**

The study sought to investigate the effect of participatory management on employees' performance in selected water service providers in Murang'a County, Kenya. Consultative management, quality circles, representative participation as well as delegation were the main participatory management factors examined in this study. The study also sought to establish the moderating effect of political environment and the mediating effect of employee's commitment. Regressions modelling were conducted at 5% level of significance and the findings are presented in this section.

As indicated in the model summary by Table 4.18, Pearson's correlation, r, is 0.775 and shows that there is a positive association between participatory management and

employees' performance in selected water service providers in Murang'a County, Kenya. Further, R Square was 0.601 and showed that consultative management, quality circles, representative participation and delegation accounted for 60.1% of the variation in employees' performance. This implies that participatory management factors (consultative management, quality circles, representative participation and delegation) are significant predictors of employees' performance in water service providers in Murang'a County. This also means that 39.9% of the variation in employees' performance was explained by other factors not included in the model. The results supports Nyaundi and Oloko (2014) which indicates that participatory management in organisations have a substantial association with employees' performance.

**Table 4.18: Empirical Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted Square</b>	<b>R Std. Error of the Estimate</b>
1	.775	0.601	0.591	0.285

**a Dependent variable: Employees' Performance**

Predictors: (Constant), Delegation, Representative Participation, Quality circles, Consultative Management

**Source: Research Data (2019)**

The investigation further assessed the model fitness through comparing the F-calculated and F-critical values. The results for F-calculated are given in Table 4.19. The F-Critical,  $F_{0.05, 4, 150}$  was 1.44. Since F calculated (56.56) was greater than F-Critical value, the study concluded that the overall model was statistically significant. This was further supported by a p-value of 0.000 which was less than the significance level adopted by the study (0.05). The implication of this result is that participatory

management significantly predicts performance of employees in water service providers in Murang'a County, Kenya.

**Table 4.19: Empirical Model ANOVA**

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	18.397	4	4.599	56.56	.000
	Residual	12.197	150	0.081		
	Total	30.594	154			

**a Dependent variable: Employees' Performance**

b Predictors: (Constant), Delegation, Representative Participation, Quality Circles, Consultative Management

**Source: Research Data (2019)**

Regression Coefficients are presented in Table 4.20 to test the effect of participatory management on employees' performance in water service providers in Murang'a County, Kenya. The results were used to test the hypotheses of the study in the subsections that follow.

**Table 4.20: Empirical Model coefficients**

<b>Model coefficients</b>	Unstandardized		standardized		<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>t</b>	
(Constant)	0.64	0.246		2.598	0.01
Consultative management	0.313	0.073	0.401	4.293	0.000
Quality circles	-0.015	0.054	-0.025	-0.278	0.781
Representative participation	0.224	0.057	0.252	3.893	0.000
Delegation	0.324	0.081	0.286	3.98	0.000

**a Dependent Variable: Employees' Performance**

**Source: Research Data (2019)**

#### **4.6.1 H<sub>01</sub>: Consultative Management has no effect on Employees' Performance in selected water service providers in Murang'a County, Kenya**

The research pursued to examine that null hypothesis that consultative management has no effect on employees' performance in water service providers in Kenya. Model coefficient results in Table 4.20 show that holding other factors constant, consultative management has a positive and significant effect on employees' performance (Beta = 0.313, Sig = 0.000). This research hence rejects null hypothesis consultative management has no effect on employees' performance in water service providers in Murang'a County, Kenya at 5 % significance level. The implication being: a unit increase in consultative management keeping other factors constant at zero would result to 0.313-unit improvement in employees' performance in water service providers in Murang'a County. Therefore, at  $P < 0.000$  level of significance the null hypothesis is rejected implying that consultative management has a significant effect on performance of employees' in water service providers in Murang'a County Kenya. Guided by generated statistical indicators the study therefore concludes presence of significant positive relationship between consultative management and employees' performance in water service providers.

Emanating from theoretical background this research considered the assumptions of RBV theory. Resource-based view offers a persuasive outline for understanding participative management. Continued competitive advantage derivating from the possessions and abilities a company controls which are imitable, infrequent, and non-substitutable. These competences and resources are regarded as packages of tangible



and intangible possessions. Among them is the employees skills and management processes together with the information and knowledge it controls.

The findings in this section agree with those of Towers and Chen (2008) in a study which established a significant positive effect of consultative management as a participative paradigm on employees' performance. Similarly, the results agree with Bititci *et al.*, (2006) whose study on effects of consultative management on service effectiveness among Indian pharmaceutical firms found a significant effect and suggested that management should focus on building employee's loyalty, work and commitment through vigorous involvement in administrative decision making to improve on effectiveness.

#### **4.6.2 H<sub>02</sub>: Quality Circles have no effect on Employees' Performance in selected water service providers in Murang'a County, Kenya.**

The investigation examined the null hypothesis that quality circles bear no effects on employees' performance in water service providers in Murang'a County, Kenya. Accordingly, Model coefficients outcomes in Table 4.20 show with factors constant at zero, quality circles has a negative but insignificant effect on employees' performance (Beta = -0.015, Sig = 0.781). Based on the p-value that was greater than 0.05, the study failed to reject the null hypothesis quality circles has no effect on employees' performance. The results imply that a unit escalation in quality circles would amount to .015 insignificant declines in employees' performance in water service providers in Murang'a County, Kenya.

The findings in this section agree with Elizur (2010) that usage of quality circles in organizations has an insignificant effect on empowering employees to escalate efficiency and productivity. The findings are however inconsistent with a study by Warureri and Simiyu (2017) which established a significant association between performance and use of quality circles as an employee's participation practice. Similarly, the results do not agree with the findings of Abo-Alhol (2005) in Malaysia where quality circles were reviewed as participation technique with positive relationship on employees' performance in manufacturing sector. Nemi (2018) also found that quality circles held considerable connection with performance of employees.

**4.6.3 H<sub>03</sub>: Representative Participation has no effect on Employees' Performance in selected water service providers in Murang'a County, Kenya.**

This research pursued to examine the null hypothesis that representative participation has no effects on employees' performance in water service providers in Murang'a County, Kenya. Results in Table 4.20 show that representative participation has a positive and significant effect on employees' performance ( $\beta = 0.224$ ,  $\text{Sig} = 0.000$ ). Hence, the study rejects the null hypothesis that representative participation has no effect on employees' performance at 5% level of significance. This means that a unit increase in representative participation keeping other factors constant at zero would result to .224 unit improvement in employees' performance which is equivalent to 22.4 % increase in performance.

The null hypothesis was rejected at  $P < 0.000$  level of significance implying that representative participation has a significant positive relationship with employees' performance in water service providers in Murang'a County Kenya.

The findings are in terderm with observations by Stewart Danford, Richardson and Pulignano (2010) that organizations should use bodies like the trade unions and workers directors to maintain communication with their employers and enable them to perform their duties and get trained on how best they can be represented. These representative based methods of representation are vital in changing how information should reach the employees.

The findings are further in agreement with the argument by Sukirno (2011) in Indonesian where findings showed existence of a positive influence of representative participation on lecturers' job output. Similarly, Danford *et al.*, (2010) established that representative participation positively and significantly impacted on employees' performance and suggested that workers must maintain communication with their employers to perform their duties and get trained on how best they can be represented.

These results are consistent with the foundations of collegial model used in this study which postulates that organizations must design a sensation of partnership with workers in improving performance. The findings also echo those of preceding researches in Western settings, and research carried in private segments for instance (Klein, 2010; Brunt & Mcourt, 2013; Frege & Gordard, 2013). Thus, the present study's results put weight to the argument that the effects of

representative participation on employees' performance cut across to western nations and also in private sector organizations with different cultures.

**4.6.4 H<sub>04</sub>: Delegation has no effect on Employees' performance in selected water service providers in Murang'a County, Kenya.**

The research further verified the null hypothesis that delegation has no effects on employees' performance in water service providers in Murang'a County, Kenya. As shown in table 4.20, holding other factors constant at zero, delegation has a positive and significant effect on employees' performance ( $\beta = 0.324$ , Sig = 0.000). The investigation hence rejects the null hypothesis delegation has no effect of on employees' performance at 5% level of significance. The results imply that a unit increase in delegation indicators would result 0.324 unit improvement in employees' performance translating to 32.4 % increase in performance. Therefore, the null hypothesis was rejected at  $P < 0.001$  level of significance implying that delegation has a significant positive relationship with employee' performance in water service providers in Kenya.

Delegation practices such as task specification, assigning duties and responsibilities to capable employees signify to employees that they are valued for greater contributions. The results assert that delegation accelerates decision making process among employees in this firms is also authenitified. Through delegation colleagues at work place gain exposure and growth while their supervisor inspires them to guide what happens in their division.

Outcomes from the section agree with the study verdicts by AL-Matouh (2013) in Arabia which found that delegation of authority had a part in realizing business objectives through significantly improving employees' performance. On the same note, Shekari, Naieh, and Nouri (2011) showed existence of a positive relationship between delegation authority, increased staff autonomy and rate of employee effectiveness. However, the findings are inconsistent with Senyuta (2013) whose investigation on the level of authority delegation as correlated to performance found it inadequate. This is also in line with assertion by Hamdan Rasheed Al-Jamma (2015) that supervisors should aim at ensuring subordinates and juniors are given opportunities to prove their capabilities.

At 40.40 % results additionally show that respondents agreed that delegation makes them to adopt with different conditions at these organizations. The results generally imply that delegation is practised in water service providers in Murang'a County to ensure that employees benefit and grow from undertaking specific duties and responsibilities. Hypothesis four relied on the theoretical proposition of the collegial model theory since collegiality makes team to learn how to appreciate and adopt the distinct characteristics of group affiliates. The assertiveness show an attempt by the water service providers to give roles that are practical and create a difference in the employees lives.

**4.6.5 H<sub>05</sub>: Political Environment causes no moderating influence on the relationship between Participatory Management and Employees' Performance in selected water service providers in Murang'a County, Kenya.**

Testing null hypothesis that political environment causes no moderating influence on the relationship between participatory management and employees' performance two regression model were fitted. In the first step, political environment and participatory management (a composite of consultative management, quality circles, representative participation and delegation) were used as predictors of employees' performance. As indicated in table 4.21, political environment had  $\beta = 0.125$  plus P- value of 0.005 upholding significance whereas participatory management had  $\beta = 0.0003$  and P- value of 0.000. Therefore implies that political environment significantly predicts employees' performance as an explanatory variable.

**Table 4.21: Step One in Testing for Moderating Effect of Political Environment**

	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>T</b>	<b>Sig.</b>
(Constant)	2.791	0.137		20.401	0.000
Participatory Management	0.003	0	0.64	9.594	0.000
Political Environment	0.125	0.044	0.188	2.817	0.005
R square	0.773				
Adjusted R Square	0.598				
F Statistic	113.118, (p= 0.000)				

**a Dependent Variable: Employees' Performance**

**Source: Research Data (2019)**

In consideration of second model, political environment (PE) was viewed as a moderating variable where it was interacted with participatory management (PM)

which was a composite of consultative management, quality circles, representative participation and delegation to create interaction variable (PM\*PE).

In the first step the coefficient for participatory management was significant ( $\beta=0.003$ ,  $p=0.000$ ). In the second step, the coefficients of Political Environment ( $\beta=0.125$ ,  $p=0.000$ ) and interaction variable PM\*PE ( $\beta=0.001$ ,  $p=0.002$ ) were significant, hence all the criteria for moderation were achieved. The study therefore rejected  $H_{05}$  which implied that political environment had moderating effect on the relationship between participatory management and employees' performance. In this regard, employees' performance is dependent not only on participatory management practices but also on the prevailing political environment.

The findings in this section agree with Psomas (2012) who showed that supportive leaders are vital with expression to their political involvement to ISO usefulness and effectiveness. Agreeing with this claim, Anyango *et al.*, (2010) in Kenya empirically proved how political interference and local programmes contribute towards employees' performance with a connection established between prevailing political situation and employees' performance. Similarly, the results agree with Kubania (2011) whose study findings indicated that the government slow pace in executing political solutions, political instability and changing political tides impacted on the performance of employees.

**Table 4.22: Step Two in Testing for Moderating Effects of Political Environment**

	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>T</b>	<b>Sig.</b>
<b>{Constant}</b>	3.228	0.063		50.951	0
Participatory Management	0.001	0.001	0.168	0.883	0.379
Political Environment	0.125	0.044	0.188	2.817	0.005
PM*PE	0.001	0.001	0.615	3.233	0.002
R square 0.778					
Adjusted R Square 0.605					
F Statistic 116.169, ( <i>p</i> =0.000).					

**a Dependent Variable: Employees' Performance**

**Source: Research Data (2019)**

The results presented in Table 4.22 indicate that interaction variable (participatory management Index\*political environment) had a  $\beta=0.001$ ,  $p=0.002<0.05$  and beta statistic of 0.615. These findings established political environment significantly moderated the relationship between participatory management and employees' performance in water service providers in Murang'a county Kenya. The F Statistic value improved from 113.118, ( $p= 0.000$ ) (table 4.21) to 116.169, ( $p =0.000$ ) suggesting that the model is better. Adjusted R Square 0.605 is indicating that political environment explains 61.5 % variations on employees' performance.

The hypothesis that political environment causes no moderating influence on the relationship between participatory management and employees' performance in water service providers in Murang'a County Kenya was therefore rejected. This is an indication that political environment has a central part in influencing how employees of water service providers in Murang'a County perform. Thus, political environment significantly augments the relationship between participatory management and employees' performance. The results are consistent with Johnson and Jones (2009)



which established the moderating effect of political environment on the relationship between government laws and leadership and employees' performance. The study similarly endorses Psomas (2012) assertion that the role of external factors influencing employees output has been ignored notwithstanding previous studies showing that the factors are critical since they shape the employees performance landscape in general.

**4.6.6 H<sub>06</sub>: Employees Commitment causes no mediating influence on the relationship between Participatory Management and Employees' Performance in selected water service providers in Murang'a County, Kenya.**

To test the mediating influence of employees commitment on the relationship between participatory management and employees' performance in water service providers in Murang'a County, Kenya. The study fitted 4 models step wise as suggested by Baron & Kenny (1986). The study postulated models 1, 2, 3 and 4 which were examined in four steps.

**Step One: Participatory Management Predicting Employees' Performance**

In the first step, the study fitted a base model to test whether participatory management (X) which is a composite of the independent variables predicted employees' performance (Y) as shown:

$$Y = \beta_0 + \beta_1 X + \epsilon \dots\dots\dots \text{Model 1}$$

1

As shown in Table 4.23, The F-statistic was 208.075 and p-value was 0.000 which shows that the model was statistically significant. Regression coefficient results also show that participatory management composite hold ( $\beta = 0.003$ , p-value =0.000) predicting participatory management (consultative management, quality circles, representative participation and delegation) significantly predicted employees' performance.

**Table 4.23: Step One in Testing for Mediating Effect of Employees Commitment**

<b>Step 1</b>	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>
Model 1 (Constant)	3.14	0.059		53.193	0.000
Participatory management	0.003	0.000	0.76	14.456	0.000
R square	0.760				
Adjusted R Square	0.577				
F Statistic	208.969, ( p =0000)				

**a Dependent Variable: Employees' Performance**

**Source: Research Data (2019)**

$$Y = 3.14 + 0.003X + \varepsilon$$

*Y = Employees' Performance*

*X = Participatory Management composite*

*$\varepsilon$  = Error term*

### **Step Two: Participatory Management Predicting Employees commitment**

In the second step, the study fitted a model to test whether participatory management composite (X) predicted employee's commitment (M) as shown:

$$M = \beta_0 + \beta_1 X + \varepsilon \dots \dots \dots \text{Model 2}$$

As shown in Table 4.24, The F-statistic was 95.075 and P= 0.000 indicating model to be significant. Regression coefficient results also show that participatory management

composite confirmed  $\beta = 0.002$ , p-value = 0.000, denoting that participatory management composite significantly predicted employees commitment.

**Table 4.24: Second Step in Testing for Mediating Effect of Employees Commitment**

<b>Step 2</b>	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>
Model 2 (Constant)	2.726	0.061		44.734	0.000
Participatory Management	0.002	0.001	0.617	9.751	0.000
R square	0.617				
Adjusted R Square	0.380				
F Statistic	95.075, (p= 0.000)				

**a Dependent Variable: Employees Commitment**

**Source: Research Data (2019)**

$$M = 2.726 + 0.002X + \varepsilon$$

$X = \text{Participatory Management composite}$   
 $M = \text{Employees Commitment}$   
 $\varepsilon = \text{Error term}$

**Step Three: Employees Commitment Predicting Employees' Performance**

In step three this study fitted a model confirming employee's commitment (M) predicted employees' performance (Y) as shown:

$$Y = \beta_0 + \beta_1 M + \varepsilon$$

Model 3

As shown in Table 4.25, p-value was 0.000 which shows that the model was statistically significant. Outcomes in regression coefficient results indicate **that** employees commitment ensured  $\beta = 0.628$ , P - values = 0.000, meaning employees commitment significantly predicted employees' performance.

**Table 4.25: Step Three in Testing for Mediating Effect of Employees Commitment**

<b>Step 3</b>	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>t</b>	<b>Sig</b>
Model 3 (Constant)	1.869	0.262		7.129	0.000
Employee Commitment	0.628	0.08	0.536	7.887	0.000
R square	0.536				
Adjusted R Square	0.288				
F Statistic	62.202, (p= 0.000)				

**a Dependent Variable: Employees' Performance**

**Source: Research Data (2019)**

$$Y = 1.869 + 0.628M + \varepsilon$$

*Y = Employees' Performance*  
*M = Employees Commitment*  
*ε = Error term*

**Step Four: Participatory Management; Employees Commitment Predicting Employees' Performance.**

In the final step, the study fitted a model to test whether participatory management composite (X) as well as employee's commitment (M) predicted employees' performance (Y) as shown:

$$Y = \beta_0 + \beta_1 X + \beta_2 M + \varepsilon$$

Model 4

As shown in Table 4.26, F-statistic = 107.158 (p=0.000) confirmed that participatory management composite and employees commitment significantly predicted employees' performance. The outcomes from regression coefficient also indicate participatory management contained  $\beta = 0.003$ , (p-value) = (0.000) significantly predicted employees' performance while employees commitment ( $\beta = 0.131$ , p-value = 0.094) insignificantly predicted employees' performance.

**Table 4.26: Step Four in Testing for Mediating Effect of Employees Commitment**

Step 4	B	Std. Error	Beta	t	Sig.
Model 4 (Constant)	2.783	0.22		12.637	0.000
Participatory Management	0.003	0.001	0.69	10.371	0.000
Employees Commitment	0.131	0.078	0.112	1.685	0.094
R square	0.765				
Adjusted R Square	0.585				
F Statistic	107.158, (p= 0.000)				

a **Dependent Variable: Employees' performance**

**Source: Research Data (2019)**

$$Y = 2.783 + 0.003X + 0.131M + \varepsilon$$

*Y* = Employees' Performance

*X* = Participatory Management composite

*M* = Employees Commitment.

$\varepsilon$  = Error term

From the outcome of the regression model from step 1 participatory management significantly influence the dependent variable, employees' performance. From the results of regression model step 2 participatory management practices also significantly influences the mediating variable employees commitment. The regression model for step 3 suggests that employee's commitment significantly influence the relationship between participatory management but has no mediating effect on employee's performance.

In the mediated regression model the adjusted R-square value increases by 2.85 % implying that the explanatory power of practices on the variability of employee's performance reduces. Thus it is observed that the relationship between participatory management and employee's performance does not depend on the employee's commitment. The null hypothesis was therefore rejected and the study concludes that

employee's commitment has no mediating relationship between participatory management and employees' performance in water sector in Kenya. This is in contrast with a study by Salim (2017) who argue that employee's commitment holds a significant influence on work performance proportions regarding output of employees. Alongside this argument employees commitment have robustly and steadily been related with anticipated employees output such as efficiency, productivity and timelines of output among others indicators (Li & Kong 2015).

However, the findings of the current study indicate a divergent implication. It's therefore imperative to note that with commitment being an integral element this can have performance related matrices in institutions. The results shown above should be a benchmark to the water sector firms which requires improvement to uplift performance. As argued by Moraa and Salim (2007) the water sector requires reforms to elevate on how to improve output of employees in water service providers.

According to Baron and Kenny (1986), the model satisfies the three conditions of partial mediation where Model (3.4), Model (3.5) and Model (3.6) were all significant at 5% level of significance. This implies that employee's commitment has a partial mediating effect between the independent variable participatory management and the dependent variable employee's performance. The decision-making criterion was based on table 3.2 in chapter three, which justifies the partial mediation. Therefore, the null hypothesis was rejected and stated that there is a mediating effect of employee's commitment on the relationship between participatory management and employees' performance.

Accordingly this finding justifies the findings of Kiiza and Picho (2015) arguments that commitment originates after a demonstrative linking to the group and is regularly complex to job practices. Hence therefore the water sector and other institutions will make workers tangled in pinpointing the importance employee's identity from the establishment if they embrace and support programmes aimed at making employees commitment paramount. The results on moderating effect of political environment indicate that the effect of participatory management and on employees' performance in the second step of the analysis was significant at 5% level of significance. This indicated partial mediation. That is, part of the effect of the participatory management is moderated by the political environment but other parts are either direct or moderated by other variables not fitted in the model. This observation agrees with the findings of McElwee (2007) that political environment affects employees by being characterized as dynamic and turbulent with complex laws and regulations affecting employees and customers in service delivery.

In this regard therefore when political environment is not effectively controlled it's likely to cause employees related challenges more complex. The laws and programmes that are to be used in for example managing water firms must be well articulated to avoid a backlash. The water sector must always use participatory means to stake holders when coming up with modalities of implementing the laws and programmes. According to (Nash, 2010) unfair implementation of political instigated programmes must be avoided even in other sector to enhance the relationship between political class and employees to develop a bond with the organisations which may lead to better performance.

According to the results, political environment plays a role on the relationship between participatory management and employees' performance of water sector in Kenya. Machuka and Aosa (2011) assert that there was a positive relationship between participatory and political environment confirming the study findings. Further, the findings are corroborated by Akintayo (2012) who established that with properly laid laws and leadership commitment enhancement of implementing laws is possible. This therefore calls for water firms to come up with creative ideas like training their employees on how to handle political pressure. According to the results the organizations particularly waters firms should not be left unprotected from the political interference since it has effect on employees.

A good framework to shield the firms from external political aggression should be put in place. If unchecked it can also have consequences to other institutions like the hospitals and manufacturing firms so a cross sector reforms agenda must be accommodated. The findings predict that political environment do not moderate the association between participatory management and employees' performance but relatively a significant explanatory variable.

Undeniably it is an explanatory variable because the  $R^2$  improves from 59.8 % in model 3.2 to 77.3 % in model 3.3. The findings were predictable since leadership applies collectively to all levels with an intention to govern group direction but not towards employees' performance. The outcomes are sustained by Wanjau and Mageto (2010) and Awino and Kariuki (2012) argument that leadership strengthens employees involvement and how they perceive laws and regulations leading to



employees' performance. The insinuation of an indirect moderating effect of laws and regulations in the relationship between participatory management and employees' performance in water sector in Kenya is maintained by Aosa (2011) and Mawia(2017) argument that the prevailing laws have a bigger role of making sure political leaders are well checked to avoid direct interference.

The indirect effect of political environment findings agrees with the current hypothetical impasse in regarding contribution of leaders towards employees' performance (Armstrong, 2010). The findings are also supported by (Albdour & Altarawneh, 2014) assertions which calls for total comprehension on the latitudes of controlled programmes with the biggest constructive effects on employees' performance. Conversely, the results of this study are in concurrent with the maxim of the role theory that employees have discrete anticipations from their leaders. Role theory contends that when distinct prospects are fulfilled employees outshine egos and reach out to different categories of people including leaders (Allen, 2013).

**Table 4.27: Summary of Mediation Test**

Model	Step	Result	Conclusion
$Y = 3.14 + 0.003X + \varepsilon$	1	P<0.05	Significant
$M = 2.726 + 0.002X + \varepsilon$	2	p<0.05	Significant
$Y = 1.869 + 0.628M + \varepsilon$	3	p<0.05	Significant
$Y = 2.783 + 0.003X + 0.131M + \varepsilon$	4	p>0.05	Insignificant

**Source: Research Data (2019)**

From the results in Table 4.27, the results show that the effect of participatory management on employees' performance remained significant even when employees' commitment was enjoined model predicting employees' performance. Based on this,

the current study rejected null hypothesis that employee’s commitment has no significant mediating effect on the relationship between participatory management and employees’ performance in water service providers in Murang’a County, Kenya.

The study concludes that employee’s commitment failed to influence mediating interaction amongst the two variables participatory management and employees’ performance. According to these results, the implication was that participatory management would increase performance in organization regardless of the employee’s commitment. The findings were inconsistent with Topolnytsky (2002) who found an advanced connection between affective commitment and employees’ performance. On the same note, the finding failed to agree with Hakim (2015) which established that employee’s commitment is a significant component in increasing service delivery whereas the finding agrees with Poksinska (2002) who found no evidence that employee’s commitment promotes participatory management. Summarized outcomes on tests per hypothesis are presented in Table 4.28 below.

**Table 4.28: Overall Summary of Test of Hypotheses**

<b>Hypotheses</b>	<b>Analysis Results</b>	<b>Conclusion</b>
<b>H<sub>01</sub>:</b> Consultative management has no effect on employees’ performance in selected water service providers in Murang’a County, Kenya.	( $\beta_1 = 0.313, p = 0.000$ )	Rejected H <sub>01</sub>
<b>H<sub>02</sub>:</b> Quality circles have no effect on employees’ performance in selected water service providers in Murang’a County, Kenya.	( $\beta_2 = -0.015, p = 0.781$ )	Failed to reject H <sub>02</sub>
<b>H<sub>03</sub>:</b> Representative participation has no effect on employees’ performance in water service providers in selected Murang’a County, Kenya.	( $\beta_3 = 0.224, p = 0.000$ )	Rejected H <sub>03</sub>

<b>Hypotheses</b>	<b>Analysis Results</b>	<b>Conclusion</b>
<b>H<sub>04</sub></b> : Delegation has no effect on employees' performance in selected water service providers in Murang'a County, Kenya.	( $\beta_4 = 0.324$ , $p = 0.000$ )	Rejected H <sub>04</sub>
<b>H<sub>05</sub></b> : Political Environment causes no moderating influence on the relationship between participatory management and employees' performance in selected water service providers in Murang'a County, Kenya.	Moderation observed	Rejected H <sub>05</sub>
<b>H<sub>06</sub></b> : Employees commitment causes no mediating influence on the relationship between participatory managements and employees' performance in selected water service providers Murang'a County, Kenya.	No mediation observed	Failed to reject H <sub>06</sub>

**Source: Researcher (2019)**

Model coefficient results show that holding other factors constant, consultative management has a positive and significant effect on employees' performance (Beta = 0.313, Sig = 0.000). The study hence rejects null hypothesis consultative management has no effect on employees' performance in water service providers in Murang'a County, Kenya at 5 % significance level indicating that consultative management has a significant effect on performance of employees' in water service providers in Murang'a County. Model coefficients outcomes show that with factors constant at zero, quality circles has a negative but insignificant effect on employees' performance (Beta = -0.015, Sig = 0.781). Based on the p-value that was greater than 0.05, the study failed to reject the null hypothesis quality circles has no effect on employees' performance.

Results show that representative participation has a positive and significant effect on employees' performance (beta = 0.224, Sig = 0.000). Hence, the study rejects the null hypothesis that representative participation has no effect on employees' performance

at 5% level of significance. As indicated by the results delegation has a positive and significant effect on employees' performance ( $\beta = 0.324$ ,  $\text{Sig} = 0.000$ ). The study hence rejects the null hypothesis delegation has no effect of on employees' performance at 5% level of significance.

According to the results coefficients of Political Environment ( $\beta=0.125$ ,  $p=0.000$ ) and interaction variable PM\*PE ( $\beta=0.001$ ,  $p=0.002$ ) were significant, hence all the criteria for moderation were achieved. The study therefore rejected  $H_{05}$  which implied that political environment had moderating effect on the relationship between participatory management and employees' performance. In this regard, employees' performance is dependent not only on participatory management practices but also on the prevailing political environment. Results indicate that the effect of participatory management on employees' performance remained significant even when employees' commitment was enjoined model predicting employees' performance. Based on this, the current study failed to reject null hypothesis that employee's commitment has no mediating effect on the relationship between participatory management and employees' performance in water service providers in Murang'a County, Kenya.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

The section presents summarized major outcomes and makes necessary inferences, results implications, knowledge contribution, recommendations plus suggestions for further research. The conclusions as well as recommendations made in this chapter have been realized from the research outcomes.

#### 5.2 Summary of the Major Findings

The main purpose of this study was to establish the effect of participatory management on employees' performance in selected water service providers in Murang'a County, Kenya. Particularly, this study examined the influence of consultative management, quality circles, representative participation and delegation on employees' performance in selected water *service* providers in Murang'a County, Kenya. The study also examined moderating effects of political environment and mediating effects of employee's commitment on the relationship between participatory management and employees' performance.

Targeted were 357 employees of the five water service providers in Murang'a County where a sample of 206 participants were selected by random sampling technique. A self-administered questionnaire aided in data collection. A pilot study preceded the main study and was carried out to ensure reliability of the questionnaire. Both descriptive and inferential statistics were used to analyze the data collected. Multiple linear regression analysis was applied to test the hypotheses of the study.

The first objective of the study was to determine the effect of consultative management on employees' performance in selected water service providers in Murang'a County, Kenya. Descriptive results obtained generally indicated that water service providers practiced consultative management by sharing pieces of information with employees with an aim of improving employees' performance. It was also established through regression coefficient results that consultative management clearly and considerably influenced performance of employees whereby improvement in consultative management indicators such as information sharing during meetings, employee attitude surveys, focus on juniors' views and proposals, methods to advance group's production, joint problem solving, open discussion of employee career development, material information interchange and staff debriefing would result to an increase in employees' performance.

The second objective was to establish the effect of quality circles on employees' performance in selected water service providers Murang'a County, Kenya whereby descriptive statistics revealed that employees participated in the existing quality circles to enhance their performance. Inferential statistics showed that quality circles negatively but insignificantly influenced employees' performance in water service providers in Kenya. Subsequently, an improvement in quality circles would only result to an insignificant decrease in employees' performance.

The third objective was to assess the effect of representative participation on employees' performance in selected water service providers in Murang'a County, Kenya. As indicated in the descriptive results, employees were involved in

representative participation and that the water services companies strived to ensure employee representation at all level of management and structures.

Similarly, regression outcomes indicated that representative participation positively and significantly affected employees' performance. In this regard, an improvement in specific indicators of representative participation such as personnel representation through selection of coworkers to the management board, involving employees in quality administration, having a trade union representative, sufficient representation of employees at management committee, representation in numerous structures, pleasant working associations by the management, sharing of decisions made in meetings with representatives would result to an increase in employees' performance.

The study's fourth objective was to determine the effect of delegation on employees' performance in selected water service providers in Murang'a County, Kenya. It was established that delegation is practised in water service providers in Murang'a County to ensure that employees benefit and grow from undertaking specific duties and responsibilities. It was also established through regression coefficient results that delegation positively and significantly affected employees' performance. Accordingly, an improvement in delegation through assigning duties and responsibilities to capable employees, giving employee's freedom to make decisions and account for results, according workers the chance to gain exposure and growth would result to an increase in performance of employees.

This study pursued to examine moderating effect of political environment plus mediating effects of employee's commitment on the relationship between participatory

management and employees' performance in selected water service providers in Murang'a County, Kenya. Enough proof shown by descriptive results that employees experienced political pressures and remained committed to the company and to their job.

Inferential results indicated that political environment moderated the relationship between participatory management and employees' performance in selected water service providers in Murang'a County, Kenya. The study revealed that employee's commitment had no mediating effect on the relationship between participatory management and employees' performance in selected water service providers in Murang'a County, Kenya.

### **5.3 Conclusion**

Based on the results of the study, the following conclusions were made. Firstly, the study concludes that participatory management through consultative management, quality circles, representative participation and delegation is vital and indeed affect employees' performance in selected water service providers in Murang'a County, Kenya. Secondly, this study provides evidence that consultative management positively and significantly affect employees' performance in selected water service providers in Murang'a County. Improvement in consultative management indicators comprising of employee attitude surveys, information sharing during meetings, joint problem solving, focus on juniors' views and proposals, material information interchange, methods to advance group's production, open discussion of employees career development and staff debriefing results to an increase in employees' performance.



Thirdly, the study concludes that though quality circles insignificantly influenced employees' performance in selected water service providers in Murang'a County, there was evidence that it is necessary to ensure employee participation in management processes. The main reasons for the negative insignificant relationship may be due to the poor manner in which quality circles are established and utilized.

Moreover, the study concludes that representative participation positively and significantly affected employees' performance. An enhancement of representative participation indicators including involving employees in quality administration, having a trade union representative, personnel representation through selection of coworkers to the management board, sufficient representation of employees at management committee, representation in numerous structures among others would result to an increase in employees' performance.

Further, evidence was provided that delegation participation had absolutely and with a significant effect influenced employees' performance. The study concludes that any improvement in delegation through assigning duties and responsibilities to capable employees, giving employees freedom to make decisions and account for results, according workers the chance to gain exposure and growth escalates employees' performance. The study further concludes that political environment has significant moderating effect on the relationship between participatory management and employees' performance whereby employee performance is dependent not only on participatory management practices but also on the prevailing political environment. The study finally concludes that employee's commitment failed to mediate the

relationship between participatory management and employees' performance. Employee's commitment therefore played insignificant part in enhancing effectiveness of participatory management to enhance employees' performance.

#### **5.4 Policy Implications and Recommendations**

The discussion of the findings and conclusions of the study guided the recommendations of the study provided under this section. The study made several recommendations based on the conclusions derived that if properly applied by the management greatly enhances employees' performance.

First the study established that consultative management; quality circles, representative participation and delegation are important participatory management practices and indeed affect performance of employees in water service providers in Murang'a County. The study recommends water service providers in Murang'a County to engage more in these practices as participatory management positively and significantly affects performance of employees.

Among consultative management indicators, the study established that increasing employee's attitude surveys, information sharing during meetings, joint problem solving, focus on juniors' views and proposals, material information interchange, methods to advance group's production and open discussion of employee career development results to an increase in employees' performance. The study recommends water service providers in Murang'a County to focus more on these practices for the purpose of enhancing employees' performance.

Kenya government ought to come up with policies to guarantee organizations which have employed participatory management initiatives to get backing throughout the period they are implementing and after implementation of participatory management for uninterrupted employees' performance. The policies should be on trainings the staff on how to sustain the consultation levels in these firms. A framework that will successfully link performance of employees with joint decision making and attitude surveys should also be incorporated. This will create sustainability throughout both post and pre-implementation phase on participatory management.

Another recommendation made by this study is that water service providers in Murang'a County should pay attention to representative participation of employees in management processes. The management must safeguard the objectives of the organization to make sure they are linked to employee's needs. This can be achieved through involving employees in quality administration, personnel representation through selection of coworkers to the management board. Having a trade union representative, sufficient representation of employees at management committee and representation in numerous structures.

Moreover, employees' performance in water service providers in Murang'a County can be improved by delegation of duties and responsibilities to capable employees, giving employees freedom to make decisions and account for results, according workers the chance to gain exposure and growth would result to an increase in employees' performance. There is need for the management of the companies to focus on these indicators of delegation.

The study further recommends water service providers in Murang'a County could improve employees' performance by developing mechanisms to cushion excessive political pressure sustained by employees such as issuing employees with the necessary facilities according to legal requirement affecting their performance, rewarding employees suitably not due to mere political interferences, avoiding politically driven programmes within the organization and ensuring that proper rules and regulations are followed by politicians to avoid causing legal disputes.

In partnership with the Ministry of Water and sanitation the government must make sure water service providers firms are operating in a good political environment. In order for this water companies employees to execute duties efficiently and effectively they ought to work cautiously with the water industry regulators for example water service regulator so that they can tactically develop a superior understanding of political operating environment undercurrents for greater employees' performance. Evidence that employee's commitment partially mediates the relationship between participatory management and employees' performance is a call to the management of water service providers in Murang'a County, Kenya to institute programmes that will ensure employees are committed to the job and organization as this is vital in enhancing effectiveness of participatory management.

This denotes that the management must guarantee that the employees are continually recognized and their belongingness amplified. The level of interactions must meet the standards mandatory to enable change of the culture of the firm and increase employees' performance. Management in consultation with workers representatives

must develop training policies for both employees and management to boost their ability occasioning to value-added service delivery.

### **5.5 Contribution of the Study to Knowledge**

The study focused on the effect of participatory management on employees' performance in selected water service providers in Murang'a County, Kenya. The study contributes to knowledge in the area of human resource management amongst water service providers in Murang'a County and generally to other organizations in Kenya aiming to improve performance of employees. In the empirical analysis, it was established that majority of existing studies focused on individual participatory management indicators on employees' performance across different sectors outside Kenya. This makes the study important as it focuses on the joint effect of consultative management, quality circles, representative participation and delegation on employees' performance especially among providers of water services belonging to a devolved Government in Kenya (Murang'a County).

The study specifically established that consultative management, representative participation and delegation positively and significantly affect employees' performance in water service providers in Murang'a County, Kenya. This research makes contributions to theory by developing a conceptual framework which can be improved by future scholars. The study tested the relationship between participatory management and employees' performance in selected water service providers in Murang'a County and the relationship moderated by political environment and mediated by employee's commitment.

The predictor variables used in the study were consultative management, quality circles, representative management and delegation. The choice of these variables was informed by knowledge gaps existing in previous literature on participatory management and employees' performance. The study filled the gaps and also added to the pool of knowledge available in the Kenyan context.

### **5.6 Areas for Further Research**

Regression results indicated that consultative management, quality circles, representative participation and delegation jointly accounted for 60.1% of the variation in employees' performance in selected water service providers in Murang'a County. This means that 39.9% of the variation in employees' performance was explained by other factors not included in the model. Further studies can be done to establish the effect of other participatory management factors that were not included in this study.

Moreover, further studies can be carried out on the effects of participatory management on employees' performance of other institutions, public and private other than water service providers. Further research ought to corroborate the results and deductions of the study by carrying out replica studies in other segments in Kenya. The study also tested the moderating effect of political environment on the relationship between participatory management and employees' performance. Further research can be done using other factors to moderate the relationship between participatory management and employees' performance such as social cultural environment and internal working environment.

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## APPENDICES

### Appendix I: Introduction Letter

Dear

Madam/Sir

I am currently a student studying for a Doctor of Philosophy (PhD) Degree in **Human Resource Management at the School of Business, Kenyatta University**. Currently I am involved in conducting a research in the Human Resource Management specialization on the topic: **Participatory Management and Employees' Performance in Selected Water Service Providers in Murang'a County, Kenya**.

The reason for writing the letter is to appeal you to respond to the attached questionnaire. The material obtained will be handled in strict assurance and at no stage will your name or that of your organization be mentioned directly. The facts will be for academic resolves only.

Thank you in advance for your cooperation and time.

Elijah Ng'ang'a Njuguna

**(PhD) Student- Kenyatta University**

## Appendix II: Questionnaire

### SECTION A: DEMOGRAPHIC QUESTIONS

Read each of the statements and answer by indicating in the suitable category that best fits your status. Specify your reply to the items below by marking in the boxes.

- 1) What is your age bracket?
  - a) Below 25 years
  - b) 25–30 year s
  - c) 31– 40 years
  - d) 41– 50 years
  - e) Above 51 years
  
- 2) How many years have you worked in this organization?
  - a) 3 or less
  - b) 4–6
  - c) 7–8
  - d) 11–12
  - e) More than 12
  
- 3) What is your highest educational level?
  - a) High school
  - b) Diploma
  - c) Undergraduate
  - d) Postgraduate
  - d) Others specify
  
- 4) Gender (Tick as Appropriate)
  - a) Female
  - b) Male
  
- (5) Position currently held.
  - a) Top Level Management
  - b) Middle Level
  - c) Lower level Cadre

**SECTION B: CONSULTATIVE MANAGEMENT AND EMPLOYEES' PERFORMANCE**

Kindly specify the level you are in agreement with the declarations on consultative management in your company by marking suitable responses beside the corresponding statements below: The company embraces consultative management.

- Strongly Agree, [ ]  
 Agree, [ ]  
 Averagely Agree [ ]  
 Disagree, [ ]  
 Strongly Disagree [ ]

**5 = Strongly Agree, 4 = Agree, 3= Averagely Agree, 2 = Disagree, 1 = Strongly Disagree**

		S	D	A	A	S
	<b>CONSULTATIVE MANAGEMENT</b>	D	D	A	A	A
B 1	Individual supervisor considers attitude surveys outcome always.	1	2	3	4	5
B 2	There exists information sharing during meetings with my supervisor	1	2	3	4	5
B 3	Employees regularly use suggestion plans in this organization.	1	2	3	4	5
B 4	Employee attitude surveys in this organization are regarded highly in this organization.	1	2	3	4	5
B 5	Supervisor are always ready to listen to the juniors' views and proposals	1	2	3	4	5
B 6	Immediate supervisor suggests methods to advance group's production	1	2	3	4	5
B 7	Seniors encourage work team participants to solve problems jointly.	1	2	3	4	5
B 8	Managers openly discusses employee career development with in meetings	1	2	3	4	5
B 9	Top management inspires work team members to interchange material information with one another.	1	2	3	4	5
B 10	Outcomes completed in the joint consultative gatherings are communicated in good interval to workers.	1	2	3	4	5
B 11	Employees always know when changes that affect their job are conducted	1	2	3	4	5
B 12	Staffs are briefed with response once they give suggestions.	1	2	3	4	5

6. Explain to what extent consultative management affects employees' performance in the organization.

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**SECTION C: QUALITY CIRCLES AND EMPLOYEES' PERFORMANCE**

Please show the level to which you agree with the statement on quality circles in your institution by marking appropriate answers alongside the matching statements below:  
 Employees in this organization participate in quality circles

- Strongly Agree, [ ]
- Agree, [ ]
- Averagely Agree, [ ]
- Disagree, [ ]
- Strongly Disagree, [ ]

**5 = Strongly Agree, 4 = Agree, 3= Averagely Agree, 2 = Disagree, 1 = Strongly Disagree**

	<b>QUALITY CIRCLES</b>	S D	D	A	A	S A
C 1	I share responsibilities with my colleagues who are quality circle members in my department.	1	2	3	4	5
C 2	The top management has laid down supportive policies to promote quality circles.	1	2	3	4	5
C 3	I would join alternative circle if I was moved to another section or area of work responsibility.	1	2	3	4	5
C 4	Opportunities given through circles increase material information distribution between employees	1	2	3	4	5
C 5	My relationship with my work group is better than it has been in the past.	1	2	3	4	5
C 6	Quality circles enhance the productivity of the employees than ever before.	1	2	3	4	5
C 7	Quality circles have helped employees to be more active which improve their performance.	1	2	3	4	5
C 8	Members of the circles meet as a group to foster our circle efforts.	1	2	3	4	5
C 9	Quality circles assist development of employees' skills in needs analysis.	1	2	3	4	5

7. Give your experience on sessions that you participate in Quality Circles meetings

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Give an opinion on the company supports on Quality Circles arrangements?

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**SECTION D: REPRESENTATIVE PARTICIPATION AND EMPLOYEES' PERFORMANCE**

Kindly specify the level to which you agree by the statements on representative participation in your company by marking beside the statements below: Representative participation has effects on employees' output.

- Strongly Agree, [ ]  
 Agree, [ ]  
 Averagely Agree [ ]  
 Disagree, [ ]  
 Strongly Disagree [ ]

**5 = Strongly Agree, 4 = Agree, 3= Averagely Agree, 2 = Disagree, 1 = Strongly Disagree**

	<b>REPRESENTATIVE PARTICIPATION</b>	S D	D	A A	A A	S A
D 1	Personnel in this association are represented by a chosen coworker at the management board.	1	2	3	4	5
D 2	I remain a lively affiliate of a work team in the organization.	1	2	3	4	5
D 3	I am a participant of quality administration work squad in my department.	1	2	3	4	5
D 4	A council of elected workers representatives exists in this organization.	1	2	3	4	5
D 5	There is a trade union representative in the organization	1	2	3	4	5
D 6	Workers in the firm feel sufficiently represented at the joint union/management committee.	1	2	3	4	5
D 7	Administrations at my office openly refer to trade union representative on staff matters.	1	2	3	4	5
D 8	Representation in numerous structures raises the self-esteem of employees in this institution.	1	2	3	4	5
D 9	A pleasant working association by the work councils and the management in the organization exists.	1	2	3	4	5
D 10	Decisions made in meetings with representatives are shared in good time to employees.	1	2	3	4	5
D 11	Representation in verdict making structures increases workers obligation to this organization.	1	2	3	4	5

8. Give your view on the administration of representative participation to employees in the company.

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**SECTION E: DELEGATION AND EMPLOYEES' PERFORMANCE**

Show the degree to which you agree with the statements on delegation in your company by indicating alongside the statements below: Delegation Participation has an effect on employees' performance in the organization.

- Strongly Agree [ ]  
 Agree, [ ]  
 Averagely Agree [ ]  
 Disagree [ ]  
 Strongly Disagree [ ]

**5 = Strongly Agree, 4 = Agree, 3= Averagely Agree, 2 = Disagree, 1 = Strongly Disagree**

	<b>DELEGATION</b>	S D	D	A A	A	S A
E 1	My supervisor delegates and assigns duties and responsibilities to capable employees.	1	2	3	4	5
E 2	Employees are given freedom to make decisions and account for results.	1	2	3	4	5
E 3	Employees regularly design work schedules without waiting for managers to instruct them.	1	2	3	4	5
E 4	Employee's value input from employees mandated by my supervisor to regulate how work is executed in this firm.	1	2	3	4	5
E 5	Employees acknowledge authority given by responding with actions.	1	2	3	4	5
E 6	Delegation accelerates decision making process among employees in this firm.	1	2	3	4	5
E 7	Delegation help my colleagues gain exposure and growth.	1	2	3	4	5
E 8	My supervisor inspires me to guide what happens in my division.	1	2	3	4	5
E 9	Delegation makes me to adopt with different conditions at this organization.	1	2	3	4	5
E 10	Delegation offers an opportunity to self-reliance in attaining task performance.	1	2	3	4	5

9. What are your general views on the delegation schemes offered by the company?

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Are there some delegation schemes employees feel are superior than others?

**SECTION F: POLITICAL ENVIRONMENT AND EMPLOYEES' PERFORMANCE**

Select one of the numbers below to indicate how well the statement describes your assertion in regards to political environment in the organization. Political environment has an effect on employees' performance in this institution:

- Strongly Agree, [ ]
- Agree, [ ]
- Averagely Agree [ ]
- Disagree, [ ]
- Strongly Disagree [ ]

**5 = Strongly Agree, 4 = Agree, 3= Averagely Agree, 2 = Disagree, 1 = Strongly Disagree**

	<b>POLITICAL ENVIRONMENT</b>	<b>S D</b>	<b>D</b>	<b>A A</b>	<b>A A</b>	<b>S A</b>
F 1	Employees swiftly react and efficiently fulfill requirements subject to political change in guidelines and laws.	1	2	3	4	5
F 2	Employees are issued with the necessary facilities according to legal requirement affecting their performance.	1	2	3	4	5
F 3	Political leaders influence appointments of employees and affect employees' performance.	1	2	3	4	5
F 4	Employees feel demotivated when they are not rewarded suitably due to mere political interferences.	1	2	3	4	5
F 5	Politically instigated programmes exist in this organization	1	2	3	4	5
F 6	The company prevailing programmes in use are politically driven.	1	2	3	4	5
F 7	Employees take advantage of external political opportunities and take them.	1	2	3	4	5
F 8	Fluctuating political stability affects employees' performance.	1	2	3	4	5
F 9	Proper rules and regulations are not followed by politicians causing legal disputes and affect employees' performance.	1	2	3	4	5

10. Explain how else political environment affect employees' performance.

**SECTION G: EMPLOYEES COMMITMENT AND EMPLOYEES' PERFORMANCE**

Select one of the numbers below to indicate how well the statement describes your Commitment ' in the company. Employee's commitment affects employees' performance in the company:

- Strongly Agree ( )
- Agree, ( )
- Averagely Agree ( )
- Disagree, ( )
- Strongly Disagree ( )

**5 = Strongly Agree, 4 = Agree, 3= Averagely Agree, 2 = Disagree, 1 = Strongly Disagree**

	<b>EMPLOYEES COMMITMENT</b>	S D	D	A	A	S A
G 1	I would be pleased to devote the remain part of my profession in this company.	1	2	3	4	5
G 2	I appreciate deliberating about this organization with public.	1	2	3	4	5
G 3	I feel contented to partake an occupation in this organization continually since my values are shared.	1	2	3	4	5
G 4	I certainly have feelings as though the firms' difficulties remain mine.	1	2	3	4	5
G 5	If hadn't invested presently too much in this company, I would plan to be employed elsewhere.	1	2	3	4	5
G 6	I think I could certainly become as committed to another organization as I remain to this one.	1	2	3	4	5
G 7	I do not feel similar to an associate member of the family at this organization.	1	2	3	4	5
G 8	I am eager to position unlimited pledge of more energy to support this company to be successful.	1	2	3	4	5
G 9	I feel it a big letdown to my colleagues in case I leave the firm and join different one.	1	2	3	4	5
G 10	I do not feel passionately dedicated to this company.	1	2	3	4	5
G 11	This institution bears a countless deal of individual sense for me.	1	2	3	4	5
G 12	I lack a robust sense of belonging to this firm	1	2	3	4	5
G 13	Parting with this group remains a wrong judgment for me considering how it has inspired me.	1	2	3	4	5
G 14	I am not scared of whatever might occur if I resign my occupation at this firm without an alternative job.	1	2	3	4	5



11. Explain what employees level of commitment affect their performance in this company.

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**SECTION H: EMPLOYEES' PERFORMANCE**

Kindly specify the degree to which you concur with the statements of employees' performance through indicating alongside the statements given. Employees' performance remains satisfactory:

- Strongly Agree [ ]
- Averagely Agree [ ]
- Agree [ ]
- Disagree [ ]
- Strongly Disagree [ ]

**5 = Strongly Agree, 4 = Agree, 3= Averagely Agree, 2 = Disagree, 1 = Strongly Disagree**

	<b>EMPLOYEES' PERFORMANCE</b>	S	D	A	A	S
		D		A	A	A
H 1	Workers are permitted to make decisions regarding improvement of their productivity in this organization.	1	2	3	4	5
H 2	The firm administration team prices workers' thoughts and plans scheduled to refine excellence in service rendering.	1	2	3	4	5
H 3	Employees show fewer defects and fewer errors in the cause of their duty.	1	2	3	4	5
H 4	Employees maximize time available to do other activities.	1	2	3	4	5
H 5	Management inspires all workers to challenge how issues are completed in handling customers' complaints.	1	2	3	4	5
H 6	Services are delivered within set timelines in this organisation.	1	2	3	4	5
H 7	High managerial systems are apparent to sustain employee's effectiveness.	1	2	3	4	5
H 8	The enterprise provides working equipment, expedients, plus additional gears for service delivery.	1	2	3	4	5
H 9	The employees' reacts punctually to adjustments in technology and to opponent's schedules.	1	2	3	4	5
H 10	Employees retaliate promptly to customer complaints and keep customers records accurately.	1	2	3	4	5

H 1 1	This organization has programmes that ensure employee's performance is adequately monitored.	1	2	3	4	5
H 1 2	Compensation procedure is openly known entirely by workers and mutually decided across board to improve performance.	1	2	3	4	5

12. What is your take on how participatory management assists to increase employees' performance?

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### Appendix III: Communalities

<b>Communalities</b>		
<b>Consultative management</b>		
	Initial	Extraction
My supervisor considers attitude surveys outcome always.	1	0.642
There exists information sharing during meetings with my supervisor	1	0.48
Employees regularly use suggestion plans in this organization	1	0.443
Employee attitude surveys in this organization are regarded highly in this organization	1	0.674
Supervisor are always ready to listen to the juniors' views and proposals	1	0.447
Immediate supervisor suggests methods to advance group's production	1	0.669
Seniors encourage work team participants to solve problems jointly	1	0.705
Managers openly discusses employee career development with in meetings	1	0.474
Top management inspires work team members to interchange material information with one another	1	0.561
Outcomes completed in the joint consultative gatherings are communicated in good interval to workers	1	0.553
Employees always know when changes that affect their job are conducted	1	0.614
Staffs are briefed with response once they give suggestions	1	0.631
<b>Quality Circles</b>		
	Initial	Extraction
I would join alternative circle if I was moved to another section or area of work responsibility.	1	0.502
I share responsibilities with my colleagues who are quality circle members in my department	1	0.511
The top management has laid down supportive policies to promote quality circles.	1	0.489
Opportunities given through circles increase material information distribution between employees	1	0.586
My relationship with my work group is better than it has been in the past	1	0.458
Quality circles assist development of employees' skills in needs analysis	1	0.504
Quality circles have helped employees to be more active which improve their performance	1	0.481
Members of the circles meet as a group to foster our circle efforts.	1	0.486

Quality circles enhance the productivity of the employees than ever before.	1	0.594
<b>Representative participation</b>		
	Initial	Extraction
Personnel in this association are represented by a chosen co-worker at the management board	1	0.457
I remain a lively affiliate of a work team in the organization	1	0.559
I am a participant of quality administration work squad in my department.	1	0.404
A council of elected workers representatives exists in this organization	1	0.478
There is a trade union representative in the organization	1	0.59
Workers in the firm feel sufficiently represented at the joint union/management committee	1	0.673
Administration at my office openly refer to trade union representative on staff matters	1	0.549
Representation in numerous structures raises the self-esteem of employees in this institution.	1	0.307
A pleasant working association by the work councils and the management in the organization exists	1	0.62
Decisions made in meetings with representatives are shared in good time to employees.	1	0.515
Representation in verdict making structures increases workers obligation to this organization	1	0.602
<b>Delegation</b>		
	Initial	Extraction
My supervisor delegates and assigns duties and responsibilities to capable employees.	1	0.694
Employees are given freedom to make decisions and account for results	1	0.579
Employees regularly design work schedules without waiting for managers to instruct them.	1	0.539
Employees value input from employees mandated by my supervisor to regulate how work is executed in this firm	1	0.637
Employees acknowledge authority given by responding with actions.	1	0.476
Delegation accelerates decision making process among employees in this firm.	1	0.622
Delegation help my colleagues gain exposure and growth	1	0.621
My supervisor inspires me to guide what happens in my division	1	0.752
Delegation makes me to accept diverse situations in this firm	1	0.379
Delegation offers an opportunity to self-reliance in attaining task performance.	1	0.5

<b>Political Environment</b>		
	Initial	Extraction
Employees swiftly react and efficiently fulfil requirements subject to political change in guidelines and laws.	1	0.688
Employees are issued with the necessary facilities according to legal requirement affecting their performance	1	0.685
Political leaders influence appointments of employees and affect employees' performance	1	0.714
Employees feel demotivated when they are not rewarded suitably due to mere political interferences	1	0.707
Politically instigated programmes exist in this organization	1	0.694
The company prevailing programmes in use are politically driven	1	0.632
Employees take advantage of external political opportunities and take them.	1	0.729
Fluctuating political stability affects employees' performance	1	0.539
Proper rules and regulations are not followed by politicians causing legal disputes and affect employees' performance	1	0.652
<b>Employees Commitment</b>		
	Initial	Extraction
I would be pleased to devote the remain part of my profession in this company	1	0.638
I appreciate deliberating about this organization with public	1	0.691
I feel contented to partake an occupation in this organization continually since my values are shared	1	0.722
I certainly feel as though this firms' problems are my own	1	0.822
If I had not invested presently too much in this company, I would plan to be employed elsewhere	1	0.712
I think I could certainly become as committed to another organization as I remain to this one	1	0.566
I do not feel similar to an associate member of the family at this organization	1	0.825
I am eager to position unlimited pledge of more energy to support this company to be successful	1	0.715
I feel it a big let-down to my colleagues in case I leave the firm and join different one	1	0.559
I do not feel passionately dedicated to this company	1	0.775
This institution bears a countless deal of individual sense for me	1	0.642
I lack a robust sense of belonging to this firm	1	0.799
Parting with this group remains a wrong judgement for me considering how it has inspired me	1	0.78
I am not scared of whatever might occur if I resign my occupation at this firm without an alternative job.	1	0.757


<b>Employees' Performance</b>		
	Initial	Extraction
Workers are permitted to make decisions regarding improvement of their productivity in this organization	1	0.603
The firm administration team prices workers' thoughts and plans scheduled to refine excellence in service rendering	1	0.617
Employees shows fewer defects and less errors in the cause of their duty	1	0.674
Employees maximize time available to do other activities	1	0.864
Management inspires all workers to challenge how issues are completed in handling customers' complaints	1	0.653
Services are delivered within set timelines in this organisation	1	0.735
High managerial systems are apparent to sustain employees effectiveness	1	0.665
The enterprise provide working equipment, expedients, plus additional gears for service delivery	1	0.599
The employees' reacts punctually to adjustments in technology and to opponents schedules	1	0.564
Employees retaliates promptly to customer complaints and keep customers records accurately	1	0.734
This organization has programmes that ensures employees performance is adequately monitored	1	0.615
Compensation procedure is openly known entirely by workers and mutually decided across board to improve performance	1	0.692

#### **Appendix IV: Documents Evaluation List**

1. Customer complaints register
2. Master rolls schedules.
3. Magazine and periodicals from WASREB on employees' performance
4. Union and WSPs recognition of agreement documents.
5. Performance management pamphlets
6. Service Chatter.

## Appendix V: University Approval

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**KENYATTA UNIVERSITY**  
**GRADUATE SCHOOL**

E-mail: [kubps@yahoo.com](mailto:kubps@yahoo.com)  
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P.O. Box 43844, 00100  
NAIROBI, KENYA  
Tel. 810901 Ext. 57530

**Internal Memo**

---

**FROM:** Dean, Graduate School

**TO:** Mr. Elijah N. Njuguna  
C/o Department of Business Administration  
**KENYATTA UNIVERSITY**

**DATE:** 4<sup>th</sup> October, 2019

**REF:** D86/CTY/PT/27335/13

**SUBJECT:** APPROVAL OF RESEARCH PROPOSAL

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This is to inform you that the Graduate School Board at its meeting 2<sup>nd</sup> October, 2019 approved your Ph.D. Research Proposal entitled "Participatory Management and Employees; Performance in Selected Water Service Providers in Murang'a County, Kenya".

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

By copy of this letter, the Registrar (Academic) is hereby requested to grant you substantive registration for your Ph.D. studies.

Thank you

  
**REUBEN MURIUKI**  
**FOR: DEAN, GRADUATE SCHOOL**

c.c. Chairman, Department of Business Administration  
Registrar (Academic) Att; Mrs. Lucy Njenga

Supervisors:

1. Dr. Jedidah Muli  
C/o Department of Business Administration  
**KENYATTA UNIVERSITY**
2. Dr. Lawrence Wainaina  
C/o Department of Business Administration  
**KENYATTA UNIVERSITY**

RM/cao



## Appendix VI: NACOSTI Research Authorization Letter



KENYATTA UNIVERSITY  
GRADUATE SCHOOL

E-mail: [kubps@yahoo.com](mailto:kubps@yahoo.com)  
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P.O. Box 43844, 00100  
NAIROBI, KENYA  
Tel. 8710901 Ext. 57530

Our Ref: D86/CTY/PT/27335/13

Date: 4<sup>th</sup> October, 2019

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

Dear Sir/Madam,

**RE: RESEARCH AUTHORIZATION FOR MRELIJAH N. NJUGUNA - REG. NO. D86/CTY/PT/27335/13**

I write to introduce Mr. Njuguna who is a Postgraduate Student of this University. He is registered for a Ph.D. degree programme in the Department of Business Administration in the School of Business.

Mr. Njuguna intends to conduct research for Ph.D. thesis entitled, "Participatory Management and Employees; Performance in Selected Water Service Providers in Murang'a County, Kenya".

Any assistance given will be highly appreciated.

Yours faithfully,

A handwritten signature in blue ink, appearing to be 'E. Kimani'.

**PROF. ELISHIBA KIMANI**  
**DEAN, GRADUATE SCHOOL**

RM/cao

## Appendix VII: NACOSTI Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 929636	Date of Issue: 24/October/2019
<b>RESEARCH LICENSE</b>	
	
<b>This is to Certify that Mr. ELIJAH NJUGUNA of Kenyatta University, has been licensed to conduct research in Muranga on the topic: PARTICIPATORY MANAGEMENT AND EMPLOYEES' PERFORMANCE IN SELECTED WATER SERVICE PROVIDERS IN MURANG'A COUNTY, KENYA for the period ending: 24/October/2020.</b>	
License No: NACOSTI/P/19/2402	
929636	
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