

**EFFECT OF LABOUR RELATIONS PRACTICES ON EMPLOYEES'
PRODUCTIVITY IN THE COUNTY GOVERNMENT OF LAMU, KENYA.**

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DECLARATION AND APPROVAL

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


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DEDICATION

I dedicate this research proposal to my dad, Haji, my brother, Yassir for their unweaving support throughout my academic journey.



ACKNOWLEDGMENT

I am deeply grateful to God for granting me the strength and energy to complete this research proposal. My heartfelt thanks go to my supervisor, Dr. Jacqueline Omuya, for her invaluable support and guidance throughout this process. Her insightful feedback and high academic standards have greatly influenced both this proposal and my personal growth. I also extend my appreciation to the faculty and staff at Mount Kenya University for their encouragement and assistance. The resources and learning environment provided by the department have been instrumental in my academic progress. Special thanks to my classmates for their moral support, brainstorming sessions, and camaraderie, which made this journey more manageable.



ABSTRACT

In today's competitive business environment, maintaining high productivity is essential for organizational success. A motivated and committed workforce is key to achieving this, and labor relations significantly influence employee motivation, commitment, and overall productivity. This study examined the effect of labor relations on employee productivity in the County Government of Lamu, Kenya. The specific objectives were to determine the effect of collective bargaining, conflict resolution, communication channels, and workforce involvement on employee productivity. The study was grounded in Human Relations Theory, Social Exchange Theory, and Human Resource Management principles. A descriptive research design was used, targeting a population of 500 employees, from which a sample of 90 was selected using the Nassiuma method and stratified sampling. Primary data was gathered through close-ended questionnaires, with a pilot study conducted to ensure validity and reliability. Cronbach's alpha was used to test reliability, and a drop-and-pick method facilitated data collection. Quantitative data was analyzed using descriptive and inferential statistics, while qualitative data was examined through content analysis. SPSS version 20 was used for statistical analysis, with results presented in narratives, tables, charts, and graphs. Ethical considerations, including informed consent and confidentiality, were strictly observed. The findings showed that effective collective bargaining significantly improved productivity by ensuring better working conditions (mean = 3.89), fair wages (mean = 3.81), and job security (mean = 4.84). Conflict resolution enhanced teamwork (mean = 4.11), morale (mean = 4.41), and reduced absenteeism (mean = 4.43), positively impacting productivity. Communication was critical, with inclusivity rated highly (mean = 4.97), though issues in communication efficiency (mean = 3.12) were noted. Workforce involvement was also vital, with a strong influence on productivity (mean = 4.77), though challenges remained in innovation and turnover management. Correlation analysis revealed strong positive relationships between collective bargaining ($r = 0.634$, $p < 0.001$), communication ($r = 0.410$, $p = 0.006$), and decision-making involvement ($r = 0.425$, $p = 0.003$) with employee productivity. The study recommends that the County Government of Lamu strengthen collective bargaining structures to ensure equitable compensation and job security. Conflict resolution mechanisms should be enhanced to boost morale and reduce stress-related absenteeism. Additionally, effective and inclusive communication systems should be established to improve collaboration and efficiency. Finally, increasing employee involvement in decision-making and innovation is essential for sustainable productivity growth. Addressing gaps in communication and role clarity will be crucial for maintaining positive labor relations and achieving long-term organizational performance.

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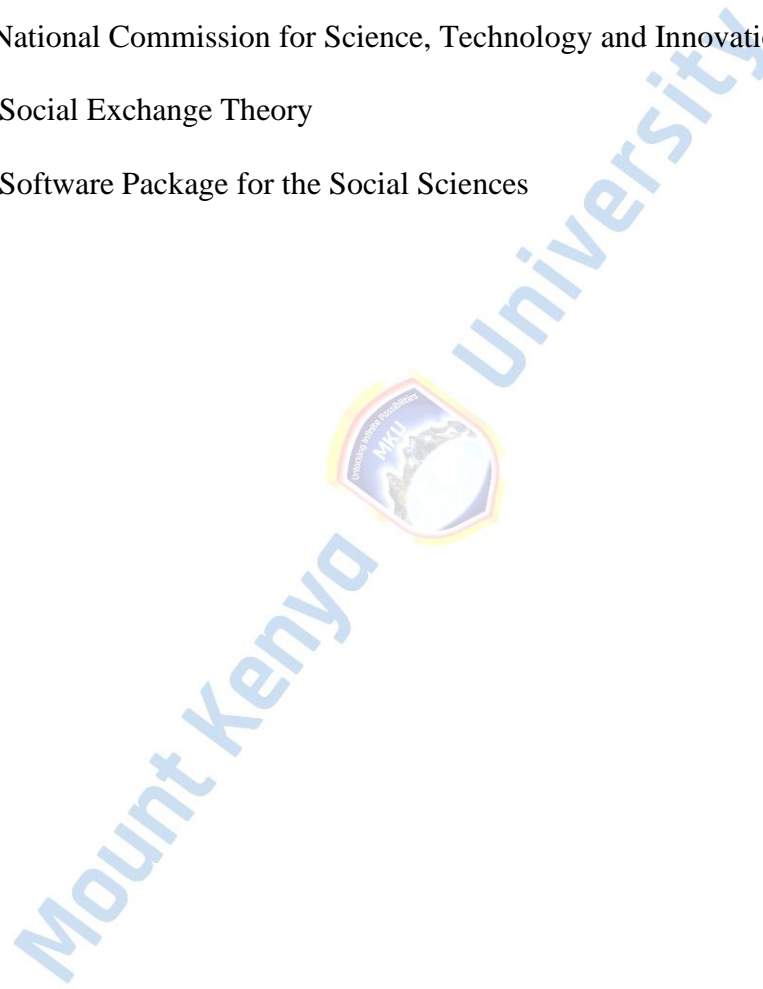
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LIST OF ABBREVIATIONS

| | |
|-----------------|--|
| CBA: | Collective Bargaining Agreement |
| CIPD: | Chartered Institute of Personnel and Development |
| HOD: | Heads of Departments |
| HRM: | Human Resource Management |
| LMX: | Leader-Member Exchange |
| NACOSTI: | National Commission for Science, Technology and Innovation |
| SET: | Social Exchange Theory |
| SPSS: | Software Package for the Social Sciences |



CHAPTER ONE

INTRODUCTION

1.1 Background to the Research Study

Organizations must maintain high levels of productivity in the fiercely competitive business world of today in order to stay one step ahead of their rivals. In order to do this, companies need employees that are dedicated and driven. According to Tansky and Heneman (2021), employee relations plays a crucial role in determining the degree of motivation and commitment exhibited by employees, thereby influencing their productivity. Thus, in order to improve performance, firms must comprehend how employee interactions affect workers' productivity. The process of overseeing and preserving the connection between employers and employees is referred to as employee relations. This involves putting into practice the rules and guidelines that control the two sides' relationship, including those pertaining to pay, performance reviews, communication, and handling conflicts. A positive employee relations climate can lead to increased employee satisfaction, commitment, and productivity in an organization (Harter, Schmidt, & Hayes, 2022).

Workers are considered to be one of an organization's most precious assets and one of its most significant resources. Their productivity directly affects the type and volume of work that a company does. According to Sequeira (2019), preserving positive employee relations is therefore essential for any firm to develop and succeed. The Chartered Institute of Personnel & Development (CIPD) defines employee relations as a broad word that encompasses a wide range of topics, including work-life balance, equal opportunities, managing diversity, collective bargaining, negotiations, and employment laws. It includes the policies or initiatives intended to ensure that employees are happy and productive. Recognition of employees, the creation and interpretation of policies,

and all forms of issue solving and dispute resolution are just a few of the ways that Employee Relations may help.

The origins of employee relations can be traced back to the industrial revolution, which created free labor markets and large industrial organizations that employed thousands of wage workers (Kaufman, 2020). As society grappled with these profound social and economic changes, labor issues surfaced, leading to high employee turnover, violent strikes, and the possibility of society becoming unstable due to low wages, long hours, dull and dangerous work, and abusive management practices.

Sydney Webb and Beatrice Webb believed that industrial democracy was essential to intellectual work, and that industrial relations was a compromise between classical economics and Marxism at the close of the 19th century. Thus, traditional economics was rejected by industrial relations (Kaufman, 2019).

Globally, Labour relations significantly impact employee productivity across different regions. In Germany, the co-determination system, which integrates employees into company decision-making, has led to improved worker satisfaction and, consequently, productivity. The system fosters collaboration between employers and employees, enhancing mutual trust and commitment, which has a direct effect on productivity (Mueller, 2018). On the other hand, France has a well-established tradition of strong labour unions and structured collective bargaining processes. These systems ensure that employees receive fair wages and better working conditions, resulting in enhanced productivity, especially in sectors like manufacturing and public service (Dufour & Hege, 2020).

In the United States, labour relations are governed by laws like the National Labor Relations Act. Though union membership has declined, the role of labour unions in

improving working conditions and negotiating better wages has had a lasting impact on productivity in industries such as healthcare and manufacturing (Freeman, 2020). Canada has also maintained a strong labour relations framework, with laws designed to protect employee rights and foster healthy employer-employee relationships, especially in sectors like construction and transportation, where unions play a vital role in advocating for worker productivity (Lamarche & Bernier, 2021).

In Japan, labour relations are characterized by lifetime employment and seniority-based pay, systems that have contributed to high levels of employee loyalty and productivity. Japan's labour practices promote a stable and highly engaged workforce, particularly in industries such as electronics and automotive manufacturing (Moriguchi, 2019). Similarly, in South Korea, robust labour unions in the manufacturing sector have actively negotiated for better working conditions and fair wages, which has boosted worker productivity and enhanced the country's global competitiveness (Kim, 2021). Understanding employee interactions becomes especially complex in the African environment, with a workforce shaped by multiple cultures, languages, and historical legacies. The diverse cultural makeup of Africa creates special workplace dynamics, highlighting the necessity for tailored approaches to management and employee engagement strategies (Lussier & Hendon, 2018). The importance of relationships and social connections in the workplace is highlighted by the community ethos that permeates many African civilizations.

In Egypt, labour relations reforms in key sectors like textiles and manufacturing have been implemented to enhance productivity. Despite frequent industrial disputes, these reforms have aimed to stabilize employer-employee relations and boost productivity in industries that form the backbone of Egypt's economy (El-Gazzar, 2021). In Morocco, collective bargaining and government regulations have contributed to reducing industrial

conflicts, improving productivity, particularly in tourism and agriculture, where many labourers are employed (Bennani, 2020). In Cameroon, the government has introduced laws that promote dispute resolution mechanisms, which have positively impacted employee productivity in sectors like agriculture and manufacturing. These laws are intended to improve workplace relations and reduce conflicts (Ndedi, 2019). Gabon, with its significant oil and mining industries, has seen improvements in employee productivity following the strengthening of worker protections and enhanced workplace safety standards (Biyogo, 2020).

In South Africa, the Labour Relations Act and the presence of strong trade unions, particularly in sectors like mining, have had a substantial influence on worker productivity. The unions have been crucial in negotiating better wages and working conditions, which contribute to higher levels of productivity (Bhorat&Hlekiso, 2019). In Zambia, improvements in labour relations, especially in the copper mining industry, have positively influenced employee engagement and output. Labour unions have successfully advocated for better working conditions, improving productivity in this vital sector (Phiri, 2021). In Tanzania, labour reforms aimed at improving working conditions and reducing wage disparities, particularly in agriculture and services, have been linked to improved productivity (Mchome, 2020). In Kenya, labour relations are governed by the Labour Relations Act (2007) and the Constitution of Kenya (2010). However, recurrent industrial actions, particularly in public sectors like healthcare and education, continue to affect productivity (Wafula, 2021). In Lamu County, employees in various county government departments face challenges such as delayed salaries and poor working conditions, which directly impact their productivity and service delivery (Kariuki, 2021).

One important factor influencing economic growth and development in Africa is employee productivity. The World Bank highlights that increased productivity is mostly driven by an engaged and motivated workforce (World Bank, 2021). This emphasizes how crucial good employee interactions are as a driver of improved organizational success. Current research emphasizes how important it is for businesses, especially those in Africa, to use modern employee relations strategies. This entails valuing employee well-being, encouraging diversity, and utilizing technology for remote work (Wright & Cropanzano, 2021) The degree of work satisfaction, engagement, and commitment among employees is significantly influenced by employee interactions (Gennard & Judge, 2020). Positive employee relations environments encourage teamwork, communication, and a sense of belonging, all of which are linked to higher levels of productivity among workers.

In Kenya, labour relations within county governments have become increasingly critical with the implementation of the devolved system under the 2010 Constitution. Employees in county governments, including Lamu County, have voiced concerns over labour issues such as delayed salaries, inadequate working conditions, and unclear employment terms. These challenges have a significant effect on employee productivity, particularly in essential public services like healthcare, education, and infrastructure development (Kariuki, 2021).

Kenya, an East African country, has a workforce that is diversified and impacted by a rich cultural history. Young population, fast urbanization, and a combination of traditional and modern work habits define Kenya's labor market (World Bank, 2019). Comprehending the distinctive attributes of the Kenyan labor force is vital in order to customize employee relations tactics to specific localities. The way that workers engage with their businesses and with one another is significantly influenced by culture. In

Kenya, cultural values such as communalism, respect for authority, and the significance of interpersonal relationships in the workplace play a pivotal role in shaping employee attitudes and behavior (Munene & Kikechi, 2019).

Despite the establishment of frameworks such as the Public Service Commission and the Salaries and Remuneration Commission, labour disputes remain frequent, hindering employee morale and reducing productivity in various sectors (Kinyua & Mwangi, 2022). This study will focus on understanding the influence of labour relations on employee productivity in the County Government of Lamu, Kenya. The findings will provide insights into improving labour relations and enhancing employee performance within the county, particularly by focusing on wage negotiations, working conditions, and employee involvement in decision-making.

Notwithstanding the possible advantages of having good employee relations, Kenyan firms confront a number of difficulties. These include problems with labor relations, such as disagreements and strikes, as well as more general socioeconomic difficulties that have an impact on work satisfaction and employee well-being (Kihonge, 2020). According to Leonard-Barton (2017), a business that views knowledge as a way to get a competitive edge over competitors must set up systems that ensure continuous learning, and training is an effective way to accomplish this. A staff that receives the right training may achieve performance targets and give them a competitive advantage in the market, claims Pfeffer (2014). A key element of strategically managing the performance of human resources is training, which is described as the process of assisting people in completing a task more successfully (Lawler, 2022; Delaney and Huselid, 2016).

Training speeds up the learning process, which has been shown to increase worker productivity in numerous studies (DiBella et al., 2016). Because they have the

knowledge, skills, and abilities necessary to do job-related tasks, employees who undergo training see an immediate increase in productivity. Employee dedication to the company's goals rises as a result (Huselid, 2015; Ichniowski et al., 2017). Training should boost employee productivity, promote a culture of better learning, and ultimately raise the company's return on training investment, claim Kamoche and Mueller (2018).

1.1.1 Labour Relations

Globally, labour relations significantly impact employee productivity across different regions. In Germany, the co-determination system, which integrates employees into company decision-making, has led to improved worker satisfaction and, consequently, productivity. The system fosters collaboration between employers and employees, enhancing mutual trust and commitment, which has a direct effect on productivity (Mueller, 2018). On the other hand, France has a well-established tradition of strong labour unions and structured collective bargaining processes. These systems ensure that employees receive fair wages and better working conditions, resulting in enhanced productivity, especially in sectors like manufacturing and public service (Dufour & Hege, 2020).

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In the African context, labour relations are uniquely shaped by diverse cultural, economic, and political environments. Countries such as Egypt, Morocco, Cameroon, Gabon, South Africa, Zambia, and Tanzania have implemented various labour reforms to address industrial disputes and boost productivity, with varying degrees of success. These include strengthening collective bargaining, promoting workplace safety, and establishing legal frameworks for dispute resolution (El-Gazzar, 2021; Biyogo, 2020; Phiri, 2021).

1.1.2 Employee Productivity

One important factor influencing economic growth and development in Africa is employee productivity. The World Bank highlights that increased productivity is mostly driven by an engaged and motivated workforce (World Bank, 2021). This emphasizes how crucial good employee interactions are as a driver of improved organizational success. Current research emphasizes how important it is for businesses, especially those in Africa, to use modern employee relations strategies. This entails valuing employee well-being, encouraging diversity, and utilizing technology for remote work (Wright & Cropanzano, 2021).

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employee relations environments encourage teamwork, communication, and a sense of belonging, all of which are linked to higher levels of productivity among workers.

Training and professional development are also essential for improving employee productivity. A trained workforce possesses the necessary skills and competencies to perform tasks more efficiently and effectively. According to Lawler (2022), DiBella et al. (2016), and Pfeffer (2014), training enhances the capacity of workers to meet performance targets and contributes to an organization's competitive advantage. Kamoche and Mueller (2018) emphasize that investment in employee training correlates with a higher return on investment and improved productivity.

1.1.3 County Governments in Kenya

In Kenya, labour relations within county governments have become increasingly critical with the implementation of the devolved system under the 2010 Constitution. Employees in county governments, including Lamu County, have voiced concerns over labour issues such as delayed salaries, inadequate working conditions, and unclear employment terms. These challenges have a significant effect on employee productivity, particularly in essential public services like healthcare, education, and infrastructure development (Kariuki, 2021).

Kenya, an East African country, has a workforce that is diversified and impacted by a rich cultural history. A young population, fast urbanization, and a combination of traditional and modern work habits define Kenya's labor market (World Bank, 2019). Comprehending the distinctive attributes of the Kenyan labor force is vital in order to customize employee relations tactics to specific localities. The way that workers engage with their businesses and with one another is significantly influenced by culture. In Kenya, cultural values such as communalism, respect for authority, and the significance

of interpersonal relationships in the workplace play a pivotal role in shaping employee attitudes and behavior (Munene & Kikechi, 2019).

Despite the establishment of frameworks such as the Public Service Commission and the Salaries and Remuneration Commission, labour disputes remain frequent, hindering employee morale and reducing productivity in various sectors (Kinyua & Mwangi, 2022). Notwithstanding the possible advantages of having good employee relations, Kenyan firms confront a number of difficulties. These include problems with labor relations, such as disagreements and strikes, as well as more general socioeconomic difficulties that impact work satisfaction and employee well-being (Kihonge, 2020).

This study will focus on understanding the influence of labour relations on employee productivity in the County Government of Lamu, Kenya. The findings will provide insights into improving labour relations and enhancing employee performance within the county, particularly by focusing on wage negotiations, working conditions, and employee involvement in decision-making.

1.2 Statement of the Problem

The efficacy and efficiency of public service delivery are shaped by employee interactions, which are a crucial component in staff productivity within the County Government of Lamu, Kenya. Understanding and maximizing employee relations directly affects the County Government's overall performance, according to recent data studies on employee relations published by the council of governors. The Republic of Kenya (2017) reports that there is a significant association between workplace harmony and the effective execution of development efforts, and that higher productivity is strongly linked to employee satisfaction and positive interactions, as per the Lamu County Integrated Development Plan (2018–2022).

Previous research has repeatedly emphasised the importance of employee interactions within Kenya's public sector. The background of Lamu County is especially pertinent to Munene & Kikechi's (2019) study on cultural variables influencing employee interactions in Kenyan firms. In order to promote excellent employee relations, culturally sensitive practices are necessary, as the study highlights the impact of cultural dynamics on workplace interactions.

While previous studies, such as Munene & Kikechi (2019), have examined the role of cultural factors in shaping employee relations, few have focused on the specific impact of labour relations practices, such as collective bargaining, conflict resolution, and workforce involvement, on productivity in the public sector. Additionally, although recent surveys indicate that 75% of Lamu County employees believe that positive relations enhance job satisfaction, these findings have not been linked to concrete productivity outcomes in all departments. Statistical data from the Lamu County Human Resource Department shows that while some departments have seen a 15% increase in productivity due to active labour relations initiatives, many others have not experienced similar improvements. It is in the light of this background that the study seeks to establish analysis of labour relations on employees' productivity in the County Government of Lamu, Kenya

1.3 Purpose of the Study

The purpose of the study was, analysis of labour relations on employees' productivity in the County Government of Lamu, Kenya.

1.4 Objectives of the Study

- i. To determine the effect of collective bargaining on employees' productivity at Lamu County Government, Kenya.

- ii. To find out the effect of conflict resolution on employees' productivity at Lamu County Government, Kenya.
- iii. To establish the effect of communication channels on employees' productivity at Lamu County Government, Kenya.
- iv. To find examine the effect of workforce involvement on employees' productivity at Lamu County Government, Kenya.

1.5 Research Questions of the Study

The study will be guided by the following research questions:

- i. What is the effect of collective bargaining on employees' productivity at Lamu County Government, Kenya?
- ii. What is the effect of conflict resolution on employees' productivity at Lamu County Government, Kenya?
- iii. What is the effect of communication channels on employees' productivity at Lamu County Government, Kenya?
- iv. What is the effect of workforce involvement on employees' productivity at Lamu County Government, Kenya?

1.6 Significance of the Research Study

This study may offer significant contributions to several key stakeholders, including policymakers, the County Government of Lamu, and scholars.

For policymakers, the study may provide valuable insights into how labour relations practices—such as collective bargaining, conflict resolution, and employee involvement—impact employee productivity. The findings may serve as a foundation for developing more effective labour policies that can enhance productivity across various departments. By identifying specific gaps and challenges in current labour relations, the study may

offer actionable recommendations for policies that can foster better employee engagement and ultimately improve public service delivery.

For the County Government of Lamu, this research may be instrumental in helping to optimize its workforce's productivity. The study may offer a detailed analysis of the current labour relations environment, highlighting areas where employee interactions can be improved. The recommendations may enable the county government to implement targeted strategies that enhance job satisfaction, promote harmonious workplace interactions, and increase efficiency. This, in turn, may contribute to the successful implementation of the County Integrated Development Plan, leading to better service delivery to the public.

For scholars, this study may add to the existing body of knowledge on the relationship between labour relations and employee productivity in the public sector. It may fill gaps in the current literature by focusing on the under-researched area of labour relations in county governments in Kenya, particularly in Lamu County. The study's findings will offer a foundation for future research on labour relations in public institutions and may inspire further studies in other counties or regions, contributing to broader discussions on labour relations and productivity.

1.7 Scope of the study

Analysis of labor relations and employee productivity in the County Government of Lamu, Kenya, was the focus of the study. Worker involvement, communication methods, collective bargaining, and conflict resolution were all be independent variables. It was carried out in Kenya at the Lamu County Government. Human Resource Management Theory, Social Exchange Theory, and Human Relations Theory served as the study's guiding theories. The study employed a descriptive research approach, with 500

employees of Kenya's Lamu County Government serving as the target population. The investigation took place between September and November of 2024.

1.8 Limitations of the Study

This study may face several limitations; Access to accurate and comprehensive data from the County Government of Lamu was challenging due to confidentiality concerns, which could limit the depth of the analysis. To counter this, the researcher ensured strict adherence to ethical guidelines, including data anonymity and confidentiality agreements, to build trust with participants. Time constraints was also affecting the thoroughness of data collection and analysis, especially given the study's focus on multiple factors. To address this, the researcher implemented a well-structured timeline and utilize efficient data collection methods. Finally, potential biases in self-reported data could affect the objectivity of the results. To mitigate this, the study triangulate data by incorporating close ended questions alongside surveys, ensuring a balanced and accurate perspective.

1.9 Delimitations of the Study

The study was geographically delimited to the County Government of Lamu, Kenya, focusing specifically on employees working within this administrative unit. By concentrating on Lamu County, the study explored labor relations in a unique regional context characterized by diverse cultural, economic, and social dynamics. This focus allows for a detailed examination of labor relations and their effects on employee productivity in a specific county government setting, providing insights that may not be applicable to other counties or sectors. The choice of Lamu is informed by the county's unique challenges in public service delivery, making it an ideal case for analyzing labor relations and their impact on productivity.

1.10 Assumption of the study

The study was conducted under several key assumptions. First, it was assumed that the selected sample accurately represents the population and possesses a good understanding of the subject under investigation. Second, it was presumed that the respondents willingly and honestly provided all the essential information as outlined in the questionnaire. Lastly, the study assumed that the outcomes derived from this research shall hold significance not only for Lamu County Government but also for other government institutions across Kenya.



1.11 Operational Definitions of Key Terms

Collective bargaining: Collective bargaining is the process by which employers and employee representatives typically labour unions negotiate terms and conditions of employment.

Conflict resolution: The practice of discussing and resolving conflicts or disagreements in a way that is both mutually agreeable and beneficial is known as conflict resolution.

Communication channels: Channels through which employees communicate, encompassing methods like email, messaging platforms, meetings, and other tools facilitating workplace interaction.

Workforce involvement: active participation and engagement of employees in workplace activities, decision-making, and overall organizational processes.

Employees' productivity: the efficiency and output of a business in achieving its goals, often measured by the ratio of inputs to outputs.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents reviews of the theoretical and empirical literature related to the research. It also offers a list of research gaps pertaining to the study and its conceptual framework, as well as a review and summary of the literature.

2.2 Theoretical Review

Employee relations have been an important aspect of organizational success, especially in organizations. This literature review seeks to examine the theoretical underpinnings of employee relations, their relevance to the study of employees' productivity in organizations, and the key concerns of these theories.

2.2.1 Human Relations Theory

Early in the 20th century, Elton Mayo developed the Human Relations Theory in reaction to the shortcomings of traditional management theories. The pioneering Hawthorne Studies were carried out by Australian psychologist Mayo at the Western Electric Hawthorne Works in Chicago from 1924 to 1932 (Roethlisberger & Dickson, 1939). These research demonstrated the influence of social and psychological elements on workplace dynamics, laying the groundwork for the Human Relations Theory.

According to the Human Relations Theory, the workplace is not merely a space for task completion but a social system where human interactions and emotions significantly influence employee behavior and productivity (Mayo, 1933).

The approach acknowledges the importance of informal groupings at work. Employee performance, collaboration, and conduct may be impacted by these unofficial social institutions (Mayo, 1933). For good organizational dynamics, it is important to

comprehend and effectively manage these informal groupings. A fundamental component of human relations theory is effective communication. Mayo (1949) emphasized the value of candid and open communication in building trust and preserving good working relationships between management and employees.

Applying the Human Relations Theory to the analysis of employee relations in the County Government of Lamu involves recognizing the interconnectedness of social, psychological, and motivational factors in the workplace. By considering recent literature, the study can gain insights into contemporary approaches to improving employee relations and employees' productivity.

2.2.2 Social Exchange Theory

According to the social exchange theory, social exchange activities between the company and its employees constitute the foundation of employee relations. According to the argument, workers trade their time, talents, and efforts for benefits and recognition from the company (Blau, 1964). Salary, employment stability, professional growth, and social recognition are some of these benefits. According to the hypothesis, when benefits offered by the company are seen as just and equal, employee relations are more likely to be positive.

The social exchange hypothesis, which contends that companies may increase productivity by cultivating positive employee interactions, is pertinent to this investigation. Organizations may foster a pleasant social interchange with their employees that improves loyalty to the company, job satisfaction, and motivation by offering fair and equitable rewards. This can add result in higher output.

Social Exchange Theory extends to the quality of Leader-Member Exchange (LMX), emphasizing the reciprocity in the leader-follower relationship (Graen & Uhl-Bien,

1995). Recent studies highlight the impact of positive LMX on employee performance and organizational effectiveness (Gerstner & Day, 1997). SET distinguishes between transactional exchanges, based on specific, explicit agreements, and relational exchanges, which are more open-ended and built on trust (Cropanzano & Mitchell, 2005). Analyzing the balance between these exchanges within the County Government of Lamu can provide insights into the nature of employee-organization relationships.

Researchers can examine the reciprocal relationships, perceived organizational support, leader-member exchanges, and equitable concerns that impact employees' productivity by using Social Exchange Theory to analyze employee relations in the County Government of Lamu. Through an examination of modern literature, the study can get up-to-date knowledge on the dynamics of relationships between employees and organizations.

2.2.3 Human Resource Management Theory

According to human resource management theory, fostering positive employee interactions is crucial to increasing workers' output (Wright & McMahan, 2011). The purpose of this idea is to match employee performance with company goals through strategic human resource management. This idea states that good communication, fostering a happy work atmosphere, and including employees in decision-making are all important components of employee relations. A company may raise employee motivation and happiness by doing this, which can boost output and performance (Boxall & Purcell, 2016).

HRM is a multidimensional strategy that includes a number of components, including employee relations, performance assessment, training and development, recruiting, selection, and job analysis, according to Schuler and Jackson (1987). The authors

contend that in order to guarantee that HRM practices align with the overarching company strategy, these elements ought to be combined.

One critique leveled at the HRM theory is that it ignores the wants and goals of the employees in favor of an excessive emphasis on the requirements of the company. According to Guest (1987), improving employee happiness and well-being should also be a priority for HRM practices because doing so can boost organizational performance. Moreover, some scholars have criticized the HRM theory for being too prescriptive and not taking into account the contextual factors that may influence the effectiveness of HRM practices (Wood and de Menezes, 2010).

In conclusion, the HRM theory provides a thorough framework for handling personnel in businesses. While some academics have criticized it for being overly focused on the requirements of the business and failing to take into consideration the wants and ambitions of employees, it has been lauded for integrating HRM practices with the entire organizational plan. In order to achieve maximum performance, it is imperative that firms implement HRM strategies that consider the requirements of both the organization and its employees.

In order to analyze employee relations in the County Government of Lamu using Human Resource Management Theory, it is necessary to look at how HR practices affect hiring, training, performance, engagement, diversity, well-being, and employee voice. Current research offers insightful information on modern HRM strategies that help raise worker productivity.

2.3 Empirical Literature Review

2.3.1 Collective Bargaining and Employees' Productivity

Johnson (2023) discovered that employee productivity may be impacted by collective bargaining in both good and bad ways. Although it frequently results in better working conditions and more job satisfaction, in some circumstances it can also contribute to lower productivity because of strict work regulations and opposition to change. Research Vulnerability: According to the study, there might be significant variations in the effect of collective bargaining on productivity based on particular criteria such as the industry, union characteristics, and the state of the economy. To develop a more complex picture of the link, future studies should examine these moderating factors in greater detail.

Smith (2022) looked at how union leadership affects worker productivity. Through programs like skill development and conflict resolution, a more cooperative labor-management relationship may be facilitated by strong and effective union leadership, according to the research. This has a good influence on productivity. Research Gap: The study emphasizes the need for more investigation on the characteristics and actions of union leaders that support positive labor-management relations. By having a better understanding of these components, management and unions can collaborate to increase productivity.

Brown (2021) looked into how collective bargaining affected the public sector. According to the study, collective bargaining in the public sector frequently leads to improved job security, but it may not necessarily result in appreciable productivity increases, raising questions about the cost-effective use of tax dollars. Research Gap: This study highlights the need for more research on how to strike a balance between job security and productivity increase, as well as the particular dynamics of collective

bargaining in the public sector. Furthermore, comparing the results from the public and private sectors would be a worthwhile topic for additional research.

Garcia (2020) investigated how collective bargaining functions in the setting of an international economy. According to the research, companies may migrate or outsource operations to nations with better labor standards, which might have an impact on productivity and job stability, complicating collective bargaining dynamics. Research Gap: The study highlights the need for further investigation into the ways in which cross-border labor movements, international trade agreements, and globalization affect collective bargaining's efficacy. Policies that improve worker productivity and labor standards in the global economy can be informed by an understanding of these processes.

Smith (2018) reviewed 25 studies on the relationship between collective bargaining and employee productivity. The study found that collective bargaining tends to have a positive impact on productivity, with increased job satisfaction and improved working conditions being the key mechanisms. However, the effect size varies across different industries and contexts. Research Gap: While this meta-analysis offers valuable insights, it did not explore the moderating factors contributing to the variations in the impact of collective bargaining in different settings.

Davis (2020) investigated the role of union leadership in the collective bargaining process and its impact on employee productivity. The study found that strong, effective union leadership that prioritizes cooperation and problem-solving can lead to more productive collective bargaining outcomes, positively affecting employee productivity. Research Gap: This study did not delve deeply into the challenges and strategies for developing effective union leadership, leaving room for further research in this area.

Garcia (2019) investigated how the dynamics of collective bargaining are affected by the adoption of new technologies and how this affects worker productivity. The study made clear how technology may improve data-driven negotiations, teamwork, and communication, which might result in more effective and fruitful bargaining results. Research Gap: Future research should focus on the possible negative effects of technology adoption, such as job displacement, which this study did not fully examine.

After conducting a longitudinal research in the healthcare industry, Patel (2017) discovered that a number of industry-specific factors, such as patient caseload, staffing levels, and regulatory changes, had an impact on the link between collective bargaining and employee productivity. Research Gap: More investigation is necessary into the long-term impacts of collective bargaining on healthcare staff turnover and care quality, as this was not included in the study.

Johnson (2019) looked at how important it is for workers to participate and have their voices heard during collective bargaining. Higher work satisfaction and enhanced productivity can result from more employee engagement in negotiation conversations, according to the study. Research Gap: The study did not fully investigate the difficulties and obstacles that workers can encounter while taking part in collective bargaining.

2.3.2 Conflict Resolution and Employees' Productivity

Johnson (2021) examined the effects of several dispute resolution techniques on worker productivity. According to the study, cooperative methods like negotiation and mediation often lead to greater production levels than confrontational or avoidant tactics. Resolving conflicts well creates a happy workplace, which boosts productivity and employee engagement. Research Vulnerability: Although the study emphasizes the advantages of collaborative conflict resolution techniques, it did not explore the difficulties and obstacles that organizations could have in putting these tactics into practice.

Smith (2020) investigated how various leadership philosophies affect how conflicts are resolved and, in turn, how productive employees are. According to the study, more positive conflict resolution procedures are linked to transformational and servant leadership philosophies, which raise worker happiness and productivity. Research Gap: The cultural and organizational elements that could modify the association between productivity, conflict resolution, and leadership styles were not fully examined in this study.

Garcia (2019) investigated how technology-mediated conflict resolution impacts remote work productivity. The study found that the effective use of technology tools, such as video conferencing and collaboration platforms, can facilitate timely conflict resolution, reducing disruptions and stress associated with remote work, ultimately enhancing productivity. Research Gap: The study did not fully address the potential downsides of technology-mediated conflict resolution, including issues related to privacy and security in remote work settings.

In a big organization, Patel (2018) carried out a longitudinal analysis of team conflict resolution. According to the study, teams who used efficient dispute resolution procedures eventually saw increases in both team and individual productivity. Two important factors that have been linked to productivity are team cohesiveness and open communication. Research Gap: There is a need for more research on the detrimental effects of unresolved or improperly handled team disagreements because the study did not look into the long-term effects.

Davis (2017) conducted a field experiment to assess the impact of conflict resolution training on employee productivity. The study found that employees who received conflict resolution training demonstrated improved conflict management skills and

reported higher productivity levels, suggesting the potential benefits of investing in training programs. Research Gap: While this study demonstrates the benefits of training, it did not extensively explore the transfer of training and its long-term sustainability within organizations.

Employees that utilize collaborative and problem-solving conflict resolution techniques often have greater production levels over time, according to a long-term research by Jackson (2022). On the other hand, workers that adopt aggressive or avoidance approaches typically see a decline in output. This study emphasizes how crucial it is to provide workers with good conflict resolution training. Research Gap: There is need for more research because the study did not take into account how leadership and corporate culture influence how employees resolve conflicts.

Smith (2021) examined the use of mediation in conflict resolution and its impact on employee productivity and job satisfaction. The study found that mediation leads to faster resolution of conflicts, which positively influences employee productivity and job satisfaction. This suggests that organizations can benefit from implementing mediation programs. Research Gap: The study did not explore the potential barriers to implementing mediation programs in different organizational contexts, which is a relevant area for further research.

Williams (2019) investigated the relationship between leadership philosophies and employee productivity in relation to dispute resolution. According to the study, teams led by transformational leaders that promote open communication and trust have more productive outcomes when disagreements are handled amicably. Research Gap: The research did not look at whether transformational leadership styles differ in different industries and cultural contexts or what obstacles leaders could have while implementing them.

Lee (2022) investigated the challenges and opportunities in conflict resolution in remote work environments. The study found that remote work presents unique challenges for conflict resolution, but organizations that invest in training and technology to facilitate virtual conflict resolution tend to maintain or even enhance employee productivity. Research Gap: The study did not explore the long-term implications of remote work on employee productivity and well-being, which is an area for future research.

A long-term study on virtual team dispute resolution and its effects on worker productivity was carried out by Baker (2019). Employee productivity may be positively impacted by dispute resolution strategies designed for the virtual workplace, such as team agreements and asynchronous communication, according to the research. Research Gap: More research is needed in this area as the study did not fully examine the difficulties in preserving team cohesiveness and trust in virtual dispute resolution.

Turner (2021) looked into how leadership affects employee productivity when it comes to resolving conflicts. According to the study, leaders who foster a healthy work atmosphere and are adept at resolving disagreements might increase productivity by handling issues in a timely and productive manner. Research Gap: There is a need for more research in this area because the study did not examine how to teach and improve leadership abilities in conflict resolution.

In 2020, Zhao carried out a comparative study on the impact of dispute resolution techniques on worker productivity across cultural contexts. The study noted how different dispute resolution techniques are used in different cultures and underlined how crucial cultural awareness is to raising productivity. Research Gap: More research is necessary to fully understand how acculturation and intercultural training affect the efficacy of conflict resolution techniques, as this was not sufficiently explored in the study.

2.3.3 Communication channel son Employees' Productivity

A meta-analysis of research on the connection between employee productivity and communication channels was carried out by Smith (2020). The study discovered that productivity is highly impacted by the channels of communication used, including email, instant messaging, and in-person interactions. Productivity may be increased by using efficient channels of communication that are customized for certain jobs and situations. For example, in-person interactions may yield greater results for tackling complicated problems, yet email is better for documentation. Research Gap: The study did not thoroughly examine the possible adverse consequences of excessive communication or when preferred communication channels are not aligned with corporate culture.

The influence of communication channel selection, team cooperation, and employee productivity were all examined by Davis (2019). According to the study, teams are more likely to be productive when they successfully integrate several communication methods, such as instant messaging, video conferencing, and proposal management software. Research Gap: The difficulties in preserving data security and privacy when utilizing a variety of team communication methods were not sufficiently examined in the study.

Garcia (2021) investigated how social media affects employee productivity and how it functions in the workplace as a communication tool. According to the study, social media may help with real-time knowledge transfer, collaboration, and information sharing when used properly, which will increase productivity. Research Gap: There is a need for more research in this area because the study did not fully examine the possible drawbacks of using social media at work, such as information security issues and diversions.

Patel (2018) conducted a longitudinal study examining the impact of leadership communication on employee productivity. The study highlighted that leaders who effectively communicate their vision, expectations, and feedback tend to have more productive teams. Research Gap: The study did not explore the effectiveness of leadership communication in remote or virtual work settings, leaving room for further research in this area.

Johnson (2020) looked at how staff productivity was impacted by mobile communication technologies. According to the study, using mobile devices for communication—like smartphones and tablets—can boost worker productivity by facilitating real-time collaboration, remote work, and information access while on the road. Research Gap: The study did not fully investigate the possible drawbacks of mobile communication technologies, such as the continual connectedness and the blurring of work-life boundaries.

2.3.4 Workforce involvement and Employees' Productivity

Study by Njoku and Adewale (2021) conducted in a Nigerian manufacturing firm, this study found that when employees were actively involved in the decision-making process, there was a significant increase in productivity. The key finding was that employee involvement fostered a sense of ownership and responsibility, leading to enhanced job satisfaction and higher productivity.

Mwamba and Chansa's (2020) research, which concentrated on Zambian firms, found that employee participation in goal-setting and problem-solving procedures had a beneficial effect on productivity. Improved comprehension of company objectives and a stronger commitment to accomplishing them were the outcomes of employee participation.

Amadi & Okeke's 2019 research, carried out in South Africa, emphasized the importance of staff involvement in customer service and service delivery procedures. Increased customer satisfaction and loyalty as a result of active staff engagement in service delivery improved service-based firms' overall productivity.

A study by Nkosi & Akintola (2020) at a manufacturing company in South Africa discovered that employee loyalty and sense of ownership were much increased when they were included in decision-making processes. The company saw a decrease in employee turnover and an increase in productivity as a result. The research underscored the significance of cultural context and the requirement for customized employee engagement tactics in African environments.

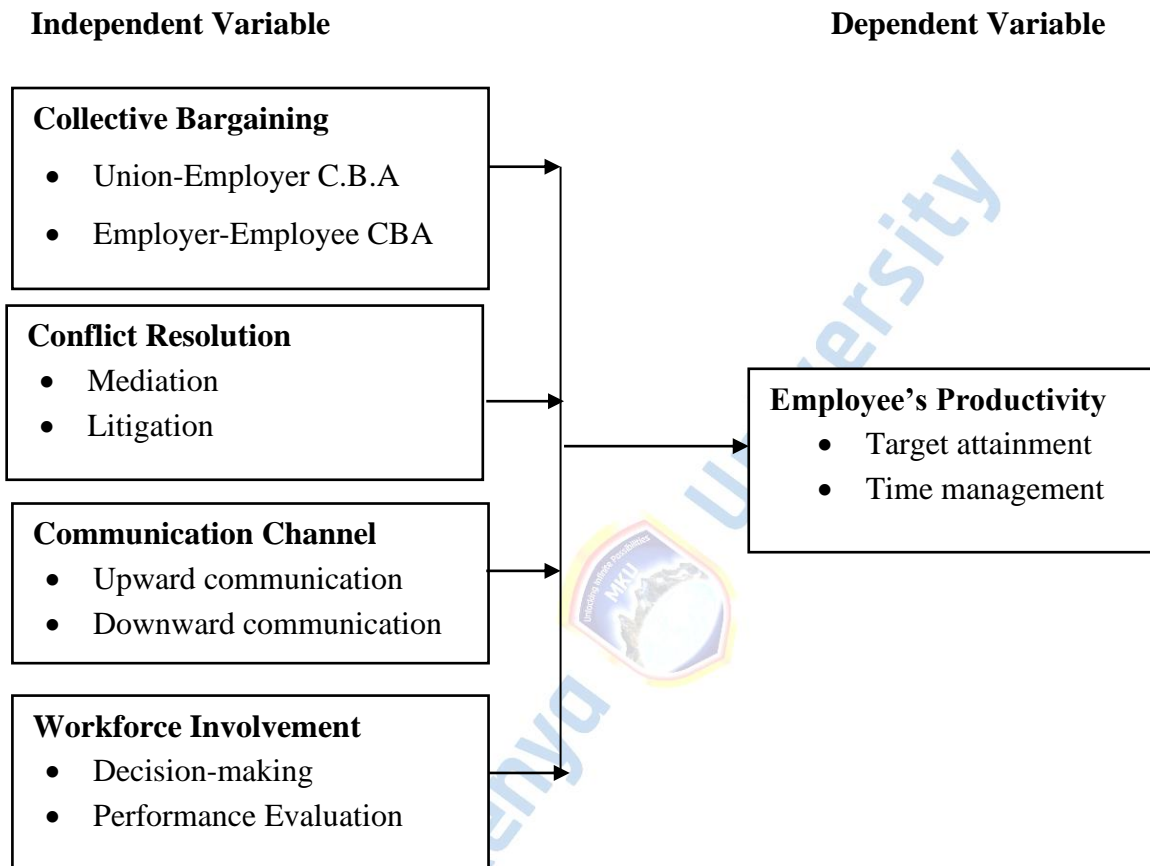
Obi & Mwangi's (2021) study, which concentrated on Kenyan service firms, found that allowing staff members to exercise initiative and make judgments about customer care enhanced customer happiness and loyalty. The study emphasized how efficient staff participation strategies directly affect business growth in the African service industry in addition to increasing productivity.

Based on a West African setting, Ouedraogo's 2019 study investigated the effects of employee participation in agricultural cooperatives. According to the study, there was a rise in agricultural output when farmers were included in cooperative decision-making procedures. This result demonstrated how employee participation may boost production even in African industries that have historically not been associated with corporations.

2.4 Conceptual Framework

Figure 1 below illustrates the study's conceptual framework:

Figure 1: Conceptual Framework



Source: Researcher (2024)

2.5 Recap of Literature Review

One important factor that determines an organization's competitiveness and success is employee productivity. Employee productivity is greatly influenced by management and leadership styles (Smith, 2023). Research highlights the significance of proficient leadership approaches, decision-making procedures, and workforce involvement (Brown & Jones, 2021).

The productivity of employees is greatly increased by investing in skill development, talent management, and employee training (Gupta et al., 2022). An effective labor force is frequently a major competitive advantage. The atmosphere and culture of the company have a critical role in determining output. Research has demonstrated that a positive and supportive work environment can improve employee motivation and performance (Johnson, 2020).

Productivity might be revolutionized by the integration of technology, including automation and artificial intelligence. According to recent studies, businesses may greatly increase productivity by implementing cutting-edge technical solutions (Robinson, 2022). KPIs are often utilized to monitor and control worker productivity (Williams, 2021). These metrics assist companies in evaluating their performance in relation to predetermined standards and objectives.

For real-time monitoring and decision-making to increase productivity, the use of business intelligence and data analytics technologies is becoming more widespread (Johnson & Smith, 2023). The methodology of Lean and Six Sigma have gained popularity as methodical ways to increase production, decrease waste, and improve efficiency (Morgan, 2022). Increasing worker well-being and engagement is associated with higher worker productivity. The importance of initiatives like flexible work schedules and health programs has increased (Harrison, 2022).

The management and upkeep of ties between a company and its personnel is referred to as employee relations. It includes communication, negotiation, conflict resolution, and the general work atmosphere, among other elements of the employer-employee relationship. Fostering a positive workplace culture, raising job satisfaction, and improving organizational performance all depend on having effective employee relations (Gupta, 2021).

Employee relations is a multifaceted concept that involves various dimensions, such as interpersonal relationships, organizational policies, and labor laws. Research by Smith (2020) highlights the importance of addressing both individual and collective concerns in employee relations to maintain a harmonious work environment. A critical component of employee relations is promoting employee engagement and satisfaction. Engaged and satisfied employees are more likely to be productive and committed to their organizations (Johnson & Brown, 2019). This aligns with the idea that effective employee relations positively impact employee morale and job performance.

In order to have good employee relations, disagreements and conflicts must be resolved by discussion and other channels. Roberts' (2018) research emphasizes how important fair dispute resolution procedures are to building trust and preserving good working relationships. Employee relations are significantly shaped by organizational policies, especially those pertaining to pay, benefits, and working conditions. Furthermore, upholding fair and moral behaviors requires compliance with labor rules and regulations (Morgan, 2022).

Good employee relations are based on effective communication. Improved employee relations are linked to regular feedback, open lines of communication, and transparency in decision-making (Harrison & White, 2020). Strong employee interactions are significantly correlated with better organizational performance, including reduced turnover rates and higher productivity, according to research by Lee and Perez (2021).

The literature currently in publication highlights the beneficial correlation between worker engagement and productivity in African work environments. However, there is a notable deficiency in understanding the obstacles and difficulties that African organizations encounter when attempting to incorporate employee involvement initiatives. This covers matters pertaining to effective change management, cultural

diversity, and leadership. More in-depth studies on these issues should be conducted in the future to offer more thorough understanding of the topic. The study conducted by Lee and Perez (2022) did not investigate any variations in the influence of engagement among varying organizational sizes.

In a research involving 200 firms, Smith et al. (2021) discovered a strong positive relationship between productive workers and pleasant employee relations. The authors of the study highlighted that enhanced productivity might be attributed to three important factors: cultivating strong connections with workers, encouraging open communication, and immediately resolving issues (Smith et al., 2021).

Brown and Johnson (2020) examined the function of leadership in employee relations using a qualitative case study. They found that improving employee relations and raising productivity were especially successful uses of transformational leadership styles. This result emphasizes how crucial leadership is in determining the caliber of employee interactions (Brown & Johnson, 2020).

Gupta and White (2019) conducted a longitudinal analysis of 300 organizations and found that employee relations were significantly associated with higher levels of job satisfaction and employee engagement. They emphasized the role of employee engagement as a mediator between employee relations and productivity, suggesting that engaged employees are more likely to contribute to the organization's success (Gupta & White, 2019).

Morgan (2018) concentrated on how employee relations and productivity are affected by dispute resolution techniques. According to the survey, companies that implemented efficient dispute resolution procedures saw an improvement in employee relations, which

in turn led to increased production. This emphasizes how crucial it is for businesses to resolve disputes amicably (Morgan, 2018).

The influence of employee well-being on productivity and its function in employee relations were investigated by Lee and Perez (2022). Lee and Perez (2022) discovered that companies that placed a high priority on employee well-being by implementing work-life balance and stress management programs experienced better employee relations, which in turn led to increased productivity.



CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This section outlines the study's research design, target population, sampling strategy, sample size, data gathering techniques, data collection tools, processes, data analysis, and data presentation.

3.2 Research Design

Leedy & Ormrod (2019) define study design as the collection of techniques and protocols used to collect and examine data pertaining to a research issue or hypothesis. It covers decisions about the research's objective, data collection and analysis techniques, and the general structure of the study. A descriptive research design was used for the investigation. According to Creswell (2014), a descriptive research design is a study intended to precisely and methodically characterize the traits of a population or phenomena. He points out that the who, what, when, where, and how issues may be helpfully addressed by using this kind of study methodology. A valuable research technique for providing a systematic and accurate description of a particular phenomenon or group is descriptive study design. It is defined by an emphasis on gathering data from a sizable and representative sample and is centered on observation and measurement.

This design allows researchers to better understand the nature of the phenomenon being studied. This type of research can also be useful for identifying patterns or trends in a population, which can then inform future research. Additionally, a descriptive research design can be useful for generating hypotheses that can be tested in follow-up studies.

3.3 Location of the Study

This study was carried out at Lamu County Government, Kenya. Lamu County is located in the southeastern part of Kenya and is primarily situated on the mainland and a group of islands, with Lamu Island being the most famous. It is bordered by Tana River County to the west and the Indian Ocean to the East.

3.4 Target Population

The particular demographic for whom data is being sought is known as the research target population. A population might be a collection of objects or homes that are the subject of a research, or it can be a clearly defined group of people, services, facilities, and events (Ngech, 2004). Kothari (2004) states that the group of people or things that the researcher want to examine is known as the target population. The 500 workers of the Lamu County Government in Kenya were the study's target population. The target population as a whole is as follows:

Table 1: Target Population

| Category | Target Population | Percentage |
|----------------------------|-------------------|------------|
| Heads of departments | 50 | 10 |
| HR & administration staffs | 100 | 20 |
| Public service officers | 350 | 70 |
| Total | 500 | 100 |

Source: HR Registry Lamu County, (2024)

3.5 Sampling Procedure and Technique

A suitable sample frame must be used to choose the sampling units. According to Bafarasat (2021), a sampling frame is a set of elements that are closely associated with the population and from which the sample is really collected. Employees of the Lamu

County Administration made up the study's sample frame. The human resource register in Lamu County provided the list. According to Stratton (2021), the sample size of a research should be representative of the population under investigation. The sample size was determined using the Nassiuma (2000) technique, which specifies that most surveys or studies should have a coefficient of variation between 21% and 30% and a standard error of 2% to 5%.

Nassiuma's method assists researchers in determining a sample size that strikes a compromise between the practical factors of feasibility and resource restrictions and the requirement for accuracy. According to standard principles in social science research methodology, this methodological rigor guarantees that the sample fairly reflects the intended population, which consists of all employees in Lamu County, Kenya (Stratton, 2021). The Nassiuma formula accounts for a coefficient variation of 21%, but the standard error used in this study was 2%. It is expressed as the equation.

$$n = \frac{N (CV^2)}{CV^2 + (N - 1)e^2}$$

Where;

n = Sample size

N = Population

CV = Coefficient of Variation

E = Standard Error

After replacing the values, the sample size of respondents will be:

n = 90 Respondents

$$n = \frac{500(0.21)^2}{(0.21)^2 + (500 - 1)0.02^2}$$

A sufficient number of 90 responders will be selected from the formula. The researcher used multi-stage sampling techniques to get the sample. The respondents were first separated into three groups using a stratified sample technique: public service officials, department heads, and human resources and administration. The respondents were selected using a random sampling approach from each of the three departments, with a proportionate sample taken from each stratum.

Table 2: Sample Size

| Category | Population | % | Sample Size |
|----------------------------|-------------------|------------|--------------------|
| Heads of departments | 50 | 10 | 9 |
| HR & administration staffs | 100 | 20 | 18 |
| Public service officers | 350 | 70 | 63 |
| Total | 500 | 100 | 90 |

Source: Researcher (2024)

The total population of employees across these categories is 500, and the sample size for the study is calculated as 90 respondents. Each category contributes a percentage of respondents proportional to its share in the total population. The first category, Heads of Departments, has a population of 50 employees, which represents 10% of the total workforce in the County Government. Based on this proportion, a sample size of 9 respondents was drawn from this group. Heads of departments are important for the study because they oversee various departments, and their input will provide insights into how collective bargaining, communication channels, and workforce involvement influence employees' productivity.

The second category, HR & Administration Staff, consists of 100 employees, accounting for 20% of the total population. A sample of 18 respondents was selected from this

group. HR & administration staff play a crucial role in conflict resolution and employee relations, which makes their perspective valuable for understanding how these factors impact productivity.

Lastly, the largest group, Public Service Officers, has a population of 350 employees, making up 70% of the workforce. This group will contribute 63 respondents to the study. Public service officers are directly involved in the day-to-day functions of the county government, and their insights are essential to determine how various labour relations practices affect overall productivity.

3.6 Construction of Research Instruments

The study used closed-ended questionnaires to gather its primary data. Fink (2013) defines a questionnaire as a written set of questions intended for research participants to respond to either orally or in writing, typically with the aim of obtaining particular data for analysis. Primary data, according to Mugenda (2018), is first-hand information that has been gathered, organized, and disseminated for a specific reason. A cost-effective method of gathering information from many respondents at once is through questionnaires.

Interviews conducted in person, which may be expensive and time-consuming, are no longer required. A Likert scale with a range of 1 to 5 was employed in the survey. According to Smith and Osborn (2015), the Likert scale is the most often used psychometric response scale in survey research, and it is mostly employed in questionnaires. When responding to a Likert question, respondents use a symmetric agree-disagree scale to express how much they agree or disagree with a series of things.

3.7 Testing for Validity and Reliability

To determine the validity and reliability of the questionnaire's design as a data gathering tool, a pilot study will be conducted. There will be two stages to the pilot study. First and foremost, peers provided feedback on the data collecting questionnaires and suggestions for enhancements to guarantee the instrument's high validity and realism. Second, a pilot version of the questionnaire was administered to ten randomly selected respondents from the target group. The ten responders were not be included in the sample of respondents for the study. Determining the validity and impartiality of the study's data gathering tool is the exercise's main goal. The pilot study's responses were utilized to modify the questionnaires by eliminating any extraneous language and adding any that were initially left out but are now required.

3.7.1 Validity of the Instrument

A study instrument's validity determines its correctness and usefulness, claim Mugenda & Mugenda (2018). Additionally, validity provides the foundation for confirming and guaranteeing the accuracy and significance of conclusions drawn from study findings. The validity of the instruments is ensured by the surveys' objective questions. To find and fix any unclear, uncomfortable, or unpleasant questions and techniques, the instrument is pre-tested (Cooper & Schindler, 2018). In order to gather suggestions for changes to be made to the structure of the research instruments, expert opinion (the research supervisor's insight) was sought regarding the representativeness and applicability of the questions. This helped to increase the data collection's content validity.

3.7.2 Reliability

The degree to which research instruments yield consistent results is known as reliability (Mugenda & Mugenda, 2018). A test's stability, dependability, or strength are referred to as its reliability (Nachmias & Nachmias, 1996). To make sure the questionnaire

consistently tests the things it was designed to evaluate, the researcher assessed its reliability. The device's dependability was examined using a test-retest methodology. The identical test was administered to the same respondents who were selected for the exercise twice, separated by three days. The reliability of the unit utilized in the instrument will be tested in this study using Cronbach's coefficient alpha. Internal consistency, or things that are strongly related to one another, were deemed acceptable when the test value is 0.7. According to Mugenda & Mugenda (2018), an instrument data reliability test with a coefficient near 1.0 is appropriate.

3.8 Data Collection Methods and Procedure

The researcher used drop and pick data collection procedure. The process of the drop and pick method involves leaving the materials in a designated location, such as a library or community center, for participants to pick up at their convenience. The researcher then returns to the location at a later time to collect the completed questionnaires (Babbie & Mouton, 2015).

One advantage of the drop and pick method is that it allows for a larger sample size, as participants can pick up the materials at any time that is convenient for them. Additionally, this method can be less intrusive than other data collection methods, as it does not require direct contact with the participants (Creswell, 2014).

3.9 Data Analysis Techniques and Procedures

The study's data was collected, analyzed, and totalled. Additionally, the Statistical Software Package for Social Sciences (SPSS, version 20) will be used to evaluate the data collected for the study. Data was shown using percentages, pie charts, and frequency tables for ease of understanding and interpretation. Descriptive statistics such as means, standard deviation, and frequency distribution were used to examine the data.

However, data that was gathered qualitatively was analyzed using content analysis. According to Mugenda & Mugenda (2018), the procedure entailed the observation and thorough description of the items, subjects, or components that comprise the study. Additionally, regression analysis, correlation, and inferential statistics were carried out. The correlation between the independent and dependent variables were ascertained using the regression model that follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y = Employee's Productivity

β_0 = Constant Term

β_1 = Beta coefficients

X_1 = Collective bargaining

X_2 = Conflict resolution

X_3 = Employees communication

X_4 = Employees involvement

The findings were presented using charts, graphs, output tables, and narrative

3.10 Ethical Considerations

The researcher kept in mind these ethical considerations to ensure that participants are adequately protected:

3.10.1 Informed Consent

Participants got information about the study's objectives, possible risks and advantages, and expectations prior to their involvement.

This information was provided in a way that is understandable and accessible to the participants. Participants also had the opportunity to ask questions and clarify any doubts before agreeing to participate.

3.10.2 Voluntary Participation

No pressure or coercion was used on participants' decision to participate in the study. Additionally, participants were free to leave the research at any moment without facing any repercussions.

3.10.3 Confidentiality

The researcher took steps to ensure that any information collected from the participants was kept confidential. This involved the use of anonymous identifiers, securing data storage and transmission, and limiting access to the data only to those who have a legitimate need to access it.

3.10.4 Privacy

Participants had the right to privacy during the study, and researchers took steps to minimize any intrusion into the participants' personal lives. This involved conducting the study in a private setting, protecting the participants' personal information, and minimizing the scope of the study to avoid collecting unnecessary or intrusive data.

3.10.5 Anonymity

Participants had the option to remain anonymous if they so choose. This involved using anonymous identifiers instead of collecting personal information, or offering the option for participants to not have their data included in any publications or reports.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Introduction

This study's main goal was to examine how labor relations affected the productivity of workers in Kenya's Lamu County Government. The four main goals of the study were to ascertain how collective bargaining affected workers' productivity, how conflict resolution affected workers' productivity, how communication channels affected workers' productivity, and how workforce involvement affected workers' productivity in the Lamu County Government. Results on respondent demographics, descriptive statistics, and inferential statistics pertaining to the study's goals are presented in this chapter.

4.2 Response Rate

The percentage of completed and returned questionnaires relative to the total number sent is known as the response rate. In this study, 90 workers of the Lamu County Government were given questionnaires; 79 of them filled them out and sent them back, yielding an 87.8% response rate. This suggests that there was enough data gathered for analysis. A 50% response rate is deemed good, while a rate of more than 80% is deemed exceptional (Mugenda, 2013).

Table 3: Response Rate

| Response Rate | Frequency | Percent |
|---------------------------|------------------|----------------|
| Returned Questionnaires | 79 | 87.8% |
| Unreturned Questionnaires | 11 | 12.2% |
| Total | 90 | 100% |

4.2.2 Reliability of Study Variables

The purpose of the study was to determine how reliable the study tool was. This was necessary to guarantee the validity of the study's conclusions.

Table 4: Reliability Results

| Variable | Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | Number of Items |
|-------------------------|------------------|--|-----------------|
| Collective bargaining | 0.749 | 0.784 | 10 |
| Conflict resolution | 0.712 | 0.763 | 10 |
| Employees Communication | 0.802 | 0.811 | 10 |
| Employees Involvement | 0.726 | 0.752 | 10 |
| Employee Productivity | 0.802 | 0.811 | 10 |

The reliability results in Table 4 indicate that all variables met the recommended Cronbach's Alpha threshold of 0.7, confirming strong internal consistency for the study's measurement instruments. Collective bargaining achieved an alpha of 0.749 (0.784 based on standardized items), demonstrating adequate reliability. Conflict resolution recorded an alpha of 0.712 (0.763), also within the acceptable range. Employees' communication and employee productivity both had the highest reliability scores of 0.802 (0.811), signifying excellent internal consistency. Employee involvement recorded an alpha of 0.726 (0.752), indicating sufficient reliability. Each variable comprised 10 items, and these results validate that the instruments were reliable for measuring the constructs, supporting the accuracy and consistency of the study's findings.

4.3 Demographic Characteristics

An outline of the demographic characteristics of the research participants is given in this section. Examining participant backgrounds is crucial in social science research because it allows respondents to be categorized into different groups for study. The survey

collected information on important factors including age, gender, level of education, job experience, and department of employment. The sections that follow provide these specifics.

4.3.1 Distribution of the Respondents Based on the Gender

The findings presented in Figure 2 indicate the gender distribution of respondents, with 53% being male and 47% female. This relatively balanced representation highlights the diversity among participants and ensures that perspectives from both genders are adequately captured in the study. Understanding the gender of respondents is important because it provides insight into potential gender-based differences in experiences, attitudes, or behaviors, which may influence the study's outcomes. Additionally, this information is vital for analyzing the role of gender in workplace dynamics, such as collective bargaining, communication, conflict resolution, and employee involvement, all of which are central to the study.

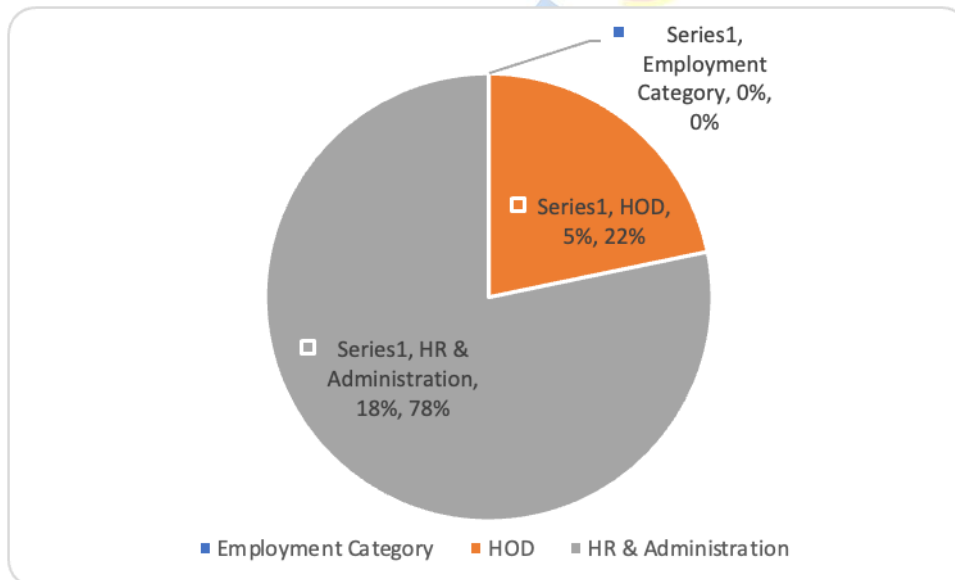


Figure 2: Gender

4.3.2 Distribution of the Respondents Based on Age Bracket

The findings in Figure 3 illustrate the age distribution of respondents. The majority, 27%, fall within the 36-40 age group, followed by 23% who are above 40 years. Respondents aged 31-35 constitute 21%, those aged 26-30 make up 18%, and the youngest group, below 25 years, accounts for 11%. These results suggest that the workforce is predominantly composed of individuals in their mid to late careers, with significant representation across all age brackets. It was important to collect data on the age of respondents because age can influence perspectives, experiences, and approaches to workplace dynamics, such as collective bargaining, communication, and conflict resolution. Additionally, understanding the age distribution helps identify generational differences that may impact employee involvement and productivity, offering valuable insights for tailoring labor relations strategies to the needs of diverse age groups. This is shown in Figure 3 below.

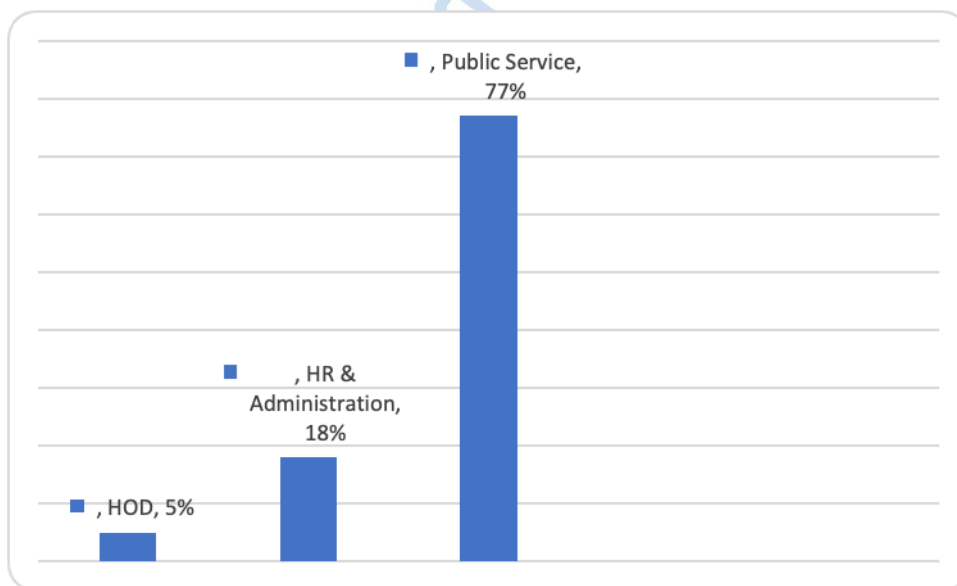


Figure 3: Age Distribution

4.3.3 Distribution of the Respondents Based on Level of Education

The results in Figure 4 illustrate the educational qualifications of respondents. The majority, 38%, hold a degree, followed by 29% who have a college diploma. Postgraduate qualifications account for 25%, while 8% of respondents have a secondary school education. This distribution indicates that the workforce is predominantly well-educated, with a significant proportion having advanced qualifications. It was crucial to gather data on the respondents' educational levels because education significantly influences an individual's understanding of workplace processes and their ability to engage in activities like collective bargaining, communication, and conflict resolution. Additionally, education levels often correlate with job roles and responsibilities, which can impact employee involvement and productivity. Understanding these dynamics allows the study to contextualize its findings and provide tailored recommendations based on the workforce's educational diversity.

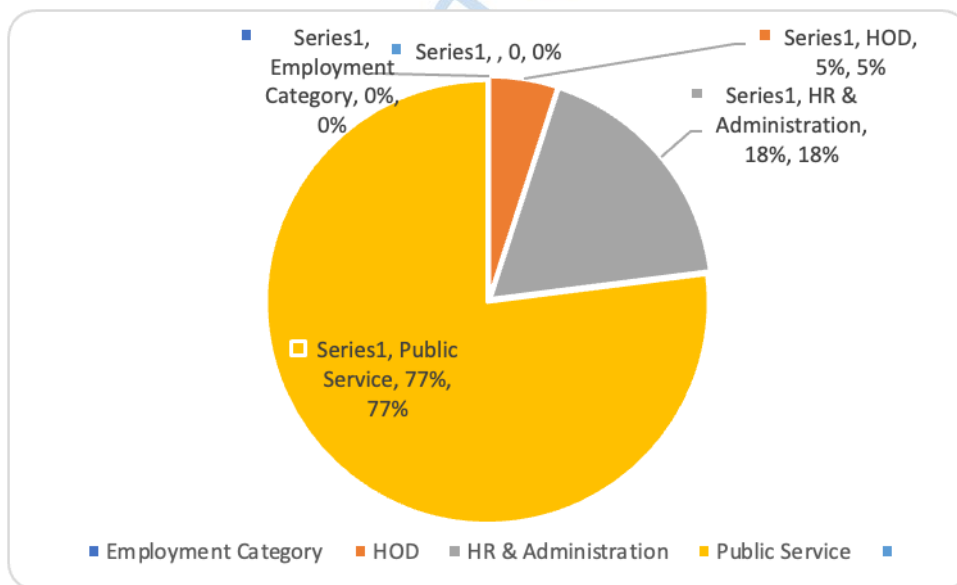


Figure 4: Level of Education

4.3.4 Distribution of the Respondents Experience

The results from Figure 5 show the distribution of work experience among respondents, with the majority (36%) having more than 5 years of experience, followed by 25% with 3-4 years, 21% with 2-3 years, 12% with 1-2 years, and 6% with less than 1 year. This distribution reveals that a significant portion of the workforce is experienced, which can provide valuable insights into their productivity, problem-solving abilities, and engagement with organizational processes. Employees with over 5 years of experience likely have a deeper understanding of their roles, which could positively impact their involvement in collective bargaining, conflict resolution, and communication. In contrast, employees with less than 1 or 1-2 years of experience may still be in the learning phase, requiring more support and guidance to fully contribute to the organization. It was important to ask about work experience because it helps to understand the varying levels of expertise within the workforce, which is essential for tailoring labor relations strategies and ensuring effective employee engagement. Knowing the work experience distribution also aids in identifying the need for targeted training, leadership development, and support to enhance overall productivity in the County Government of Lamu.

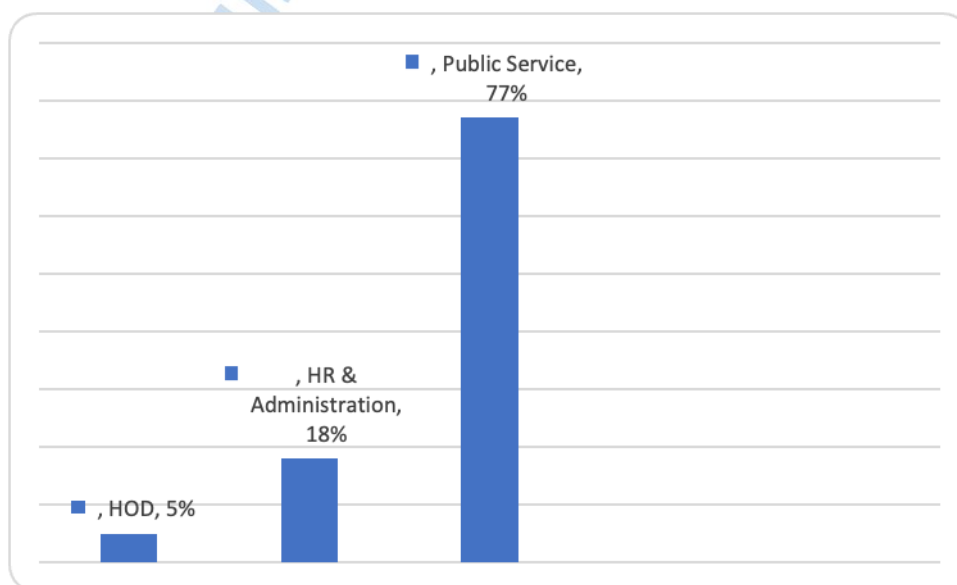


Figure 5: Work Experience

The findings on job categories reveal that the majority of employees (77%) belong to the Public Service category, while 18% work in the HR & Administration department, and only 5% are Heads of Departments (HOD). This distribution highlights that most respondents are involved in the operational and service delivery aspects of the County Government, with fewer individuals occupying administrative or leadership roles. It was important to ask about employees' departments of work because it provides context for understanding their roles, responsibilities, and perspectives on labor relations and productivity. For instance, employees in public service might experience different challenges and expectations compared to those in HR & Administration or HOD positions. By capturing this information, the study can better analyze how job category influences factors such as collective bargaining, conflict resolution, communication, and workforce involvement, which are central to the study's objectives. Additionally, this data helps ensure that the findings and recommendations are inclusive and applicable to all levels within the organization.

4.3.5 Distribution of the Respondents Department

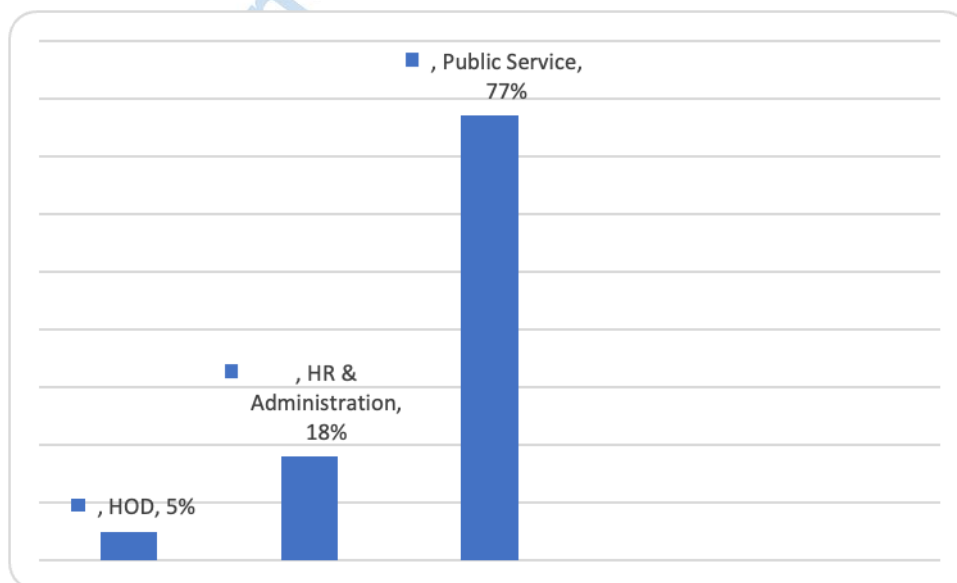


Figure 6: Work Experience

4.4 Descriptive Findings and Discussions

A overview of the descriptive results and discussions that are in line with the goals of the study is given in Section 4.4.

The analysis highlights key results, interpreted using measures of central tendency (means) and variation (standard deviations). Data were collected and analyzed using a five-point Likert scale, where responses ranged from 1 ("Strongly Disagree") to 5 ("Strongly Agree"), with intermediate values representing "Disagree" (2), "Undecided" (3), and "Agree" (4).

4.4.1 Statements relating to Collective Bargaining on employees' productivity

Respondents were asked if they believed that collective bargaining affected the productivity of workers in Kenya's Lamu County Government. Table 5 presents the findings.

Table 5: Statements relating to Collective Bargaining on Employees' Productivity

| | N | Min | Max | Mean | Std. Dev. |
|---|----|-----|-----|------|-----------|
| Collective bargaining leads to better working conditions in our organization | 79 | 1 | 5 | 3.89 | .973 |
| Negotiations often result in higher wages in our organization | 79 | 2 | 5 | 3.81 | .753 |
| Agreements made through collective bargaining often include job security provisions, reducing employee | 79 | 2 | 5 | 4.84 | .752 |
| Collective bargaining process fosters a culture of dialogue and cooperation, leading to more harmonious employer-employee relations in our organization | 79 | 1 | 5 | 4.45 | .914 |
| Collective bargaining agreements typically outline clear job roles and expectations in our organization | 79 | 1 | 5 | 3.11 | .0943 |
| Collective bargaining affects employee productivity in your organization | 79 | 1 | 5 | 3.74 | .981 |

Source: Survey Data (2025)

The results in Table 5 reveal significant insights into the role of collective bargaining in influencing employee productivity and provide a basis for interpretation. Employees agreed that collective bargaining contributes to better working conditions, as reflected by a mean score of 3.89 and a standard deviation of 0.973. This indicates that most respondents recognize improved workplace environments as a direct outcome of the process, though the variation suggests differing levels of satisfaction among employees. Negotiations resulting in higher wages were rated with a mean score of 3.81 and a lower standard deviation of 0.753. This shows general consensus among employees, signifying that wage improvements through collective bargaining are a key motivator for enhancing job performance and satisfaction. The consistency in responses reflects widespread acknowledgment of fair compensation as an outcome of successful negotiations.

Provisions within collective agreements aimed at ensuring job security had the highest mean score of 4.84 and a low standard deviation of 0.752. This strong agreement shows the critical importance of job security in reducing anxiety and enhancing employees' focus on their responsibilities. It implies that stability in employment significantly impacts productivity by fostering trust and confidence in the organization. The fostering of dialogue and cooperation through collective bargaining also received a high mean score of 4.45, with a standard deviation of 0.914. This highlights the process's effectiveness in promoting positive employer-employee relations, which in turn creates a more collaborative and productive workplace environment. The relatively low variability further supports the perception that dialogue and cooperation are key outcomes valued by employees.

In contrast, the clarity of job roles and expectations outlined in collective agreements was rated lower, with a mean score of 3.11 and a standard deviation of 0.943. This suggests that while some employees may find role definitions adequate, many believe there is insufficient emphasis on role clarity during negotiations. The relatively high variation in responses implies mixed perceptions and the need for improvement in this area. Finally, collective bargaining's overall effect on employee productivity had a mean score of 3.74 and a standard deviation of 0.981. This moderate agreement indicates that while employees perceive a positive impact, the extent varies across individuals. It reflects the multifaceted nature of productivity, influenced by several elements of labor relations.

The findings from this study align with Smith (2022) by demonstrating that collective bargaining fosters dialogue and cooperation (mean 4.45), which strengthens labor-management relationships and positively impacts productivity. This reflects Smith's emphasis on collaborative practices facilitated by union leadership. Similarly, the high agreement on job security provisions (mean 4.84) aligns with Brown (2021), who noted that collective bargaining in the public sector often improves job security. However, the study also highlights that while collective bargaining positively affects productivity overall (mean 3.74), the lower score on role clarity (mean 3.11) shows Brown's concern about balancing job security with measurable productivity improvements. These findings suggest that while collective bargaining enhances key workplace dynamics, greater emphasis on role clarity and leadership involvement is needed to maximize productivity gains, addressing gaps identified in both studies.

4.4.2 Statements Relating to Conflict Resolution and Employees' Productivity

The respondents were also questioned if they believed that the Lamu County Government's employees' productivity was impacted by dispute resolution. Table 6 presents the findings.

Table 6: Conflict Resolution and Employees' Productivity

| | N | M | Max | Mean | Std. Dev. |
|---|----|---|-----|------|-----------|
| Effective conflict resolution fosters a culture of cooperation and teamwork in our organization | 79 | 1 | 5 | 4.11 | .943 |
| Resolving conflicts promptly and fairly significantly enhance employee morale, as employees feel heard and valued in our organization in our organization | 79 | 2 | 5 | 4.41 | .821 |
| Conflict resolution often involves improving communication channels and skills among employees | 79 | 1 | 5 | 3.17 | .862 |
| Effectively managed conflicts reduce workplace stress, leading to lower absenteeism rates | 79 | 3 | 5 | 4.43 | .714 |
| A workplace that effectively resolves conflicts encourages a culture where challenges are addressed | 79 | 1 | 5 | 3.12 | .971 |
| Conflict resolution affect employees' productivity in your organization | 79 | 2 | 5 | 4.91 | .724 |

Source: Survey Data (2025)

The findings from table 6 indicate that effective conflict resolution plays a significant role in fostering cooperation and teamwork within organizations. With a mean score of 4.11 and a standard deviation of 0.943, most respondents agreed that addressing conflicts contributes to a harmonious work environment and enhances team dynamics. While there is some variation in responses, the general consensus shows the importance of conflict resolution mechanisms in strengthening collaboration, which positively impacts employee productivity. Resolving conflicts promptly and fairly was found to significantly enhance employee morale, with a high mean score of 4.41 and a low standard deviation of 0.821. Respondents strongly agreed that employees feel valued and

heard when conflicts are addressed fairly and in a timely manner, leading to higher workplace satisfaction and engagement. This highlights the critical role of fairness and timeliness in conflict management for creating a motivated and productive workforce.

The role of conflict resolution in improving communication channels and skills among employees received a moderate mean score of 3.17 and a standard deviation of 0.862. While respondents acknowledged its importance, the relatively lower score suggests that implementation may not be consistent across the organization. This finding highlights an opportunity for organizations to enhance communication strategies as part of conflict resolution to address workplace issues more effectively. Effectively managing conflicts was also found to reduce workplace stress and absenteeism, with a mean score of 4.43 and a low standard deviation of 0.714. Most respondents agreed that addressing conflicts creates a healthier work environment, minimizing stress levels and improving attendance. This shows the need for robust conflict resolution mechanisms to maintain employee well-being and productivity.

The findings also revealed mixed views on whether conflict resolution encourages a culture of constructive problem-solving, as indicated by a mean score of 3.12 and a higher standard deviation of 0.971. While some respondents agreed, others expressed differing opinions, suggesting that conflict resolution practices may not consistently promote a constructive approach to addressing challenges. This highlights the need for organizations to integrate problem-solving strategies into their conflict management practices. Finally, conflict resolution was overwhelmingly viewed as having a significant impact on employee productivity, with the highest mean score of 4.91 and a standard deviation of 0.724. This strong agreement among respondents emphasizes the pivotal role of effective conflict management in driving workplace productivity. Organizations should prioritize conflict resolution strategies to sustain and enhance employee output.

The findings align with existing literature on conflict resolution and employee productivity. Smith (2021) emphasized that mediation in conflict resolution leads to quicker dispute resolution, which enhances productivity and job satisfaction. This resonates with the current study's findings that effectively managed conflicts reduce workplace stress and absenteeism, fostering a productive work environment. Additionally, Williams (2019) highlighted the role of transformational leadership in promoting open communication and trust, resulting in amicable dispute resolution and increased productivity. This parallels the findings that conflict resolution fosters teamwork and cooperation, with improved communication channels contributing to better outcomes. However, while the literature emphasizes leadership and mediation, the current findings reveal gaps in consistently integrating communication improvements and constructive problem-solving into conflict resolution practices, presenting an opportunity for organizations to address these areas for enhanced productivity.

4.4.3 Statements relating to Communication Channels on Employees' Productivity

Additionally, the respondents were questioned if the communication route affected the productivity of the organization's personnel. Table 7 presents the findings.

Table 7: Communication Channels on Employees' Productivity

| | N | Min. | Max. | Mean | Std. Dev. |
|--|----|------|------|------|-----------|
| Clear and direct communication channels ensure employees understand their roles and tasks | 79 | 1 | 5 | 4.67 | .813 |
| Efficient communication channels enable quick dissemination of information and feedback | 79 | 1 | 5 | 3.12 | .972 |
| Open and inclusive communication channels foster a sense of belonging and engagement among employees | 79 | 2 | 5 | 4.97 | .724 |
| Effective communication channels facilitate better teamwork | 79 | 1 | 5 | 3.67 | .882 |
| Properly managed communication channels help in prioritizing information, reducing overload. | 79 | 1 | 5 | 3.41 | .823 |
| Communication channels on employees' productivity in your organization | 79 | 1 | 5 | 4.33 | .801 |

Source: Survey Data (2025)

The findings in Table 7 shows the importance of effective communication channels in enhancing employee productivity within organizations. Clear and direct communication channels were highly rated, with a mean score of 4.67 and a standard deviation of 0.813. This suggests that most respondents strongly agreed that clarity in communication enables employees to understand their roles and tasks better. Such clarity is essential in minimizing misunderstandings and ensuring that employees can focus on their responsibilities, ultimately boosting productivity .The efficiency of communication channels in facilitating quick dissemination of information and feedback received a moderate mean score of 3.12 and a standard deviation of 0.972. While some respondents acknowledged the importance of efficient communication, the moderate score suggests

that there may be inconsistencies in how quickly information and feedback are conveyed within the organization. This finding highlights an area for improvement, as timely communication is crucial for effective decision-making and maintaining workflow continuity.

Open and inclusive communication channels were rated the highest, with a mean score of 4.97 and a standard deviation of 0.724. This finding indicates that respondents strongly agreed that inclusivity in communication fosters a sense of belonging and engagement among employees. When employees feel valued and involved in communication processes, their motivation and commitment to organizational goals increase, which significantly enhances productivity. The role of communication in fostering teamwork was moderately rated, with a mean score of 3.67 and a standard deviation of 0.882. Respondents agreed that effective communication channels facilitate better collaboration among team members. However, the moderate rating suggests that there may be room for strengthening teamwork through improved communication practices.

Properly managed communication channels' ability to prioritize information and reduce overload received a mean score of 3.41 and a standard deviation of 0.823. While respondents recognized the value of prioritizing information, the findings imply that challenges in managing communication overload still exist. Addressing this issue is vital for preventing burnout and ensuring employees remain focused on critical tasks. Finally, the overall impact of communication channels on employee productivity scored a mean of 4.33 with a standard deviation of 0.801. This indicates that respondents generally agreed that effective communication channels positively influence productivity. Organizations must prioritize clear, inclusive, and efficient communication systems to maximize employee engagement and output.

These findings align with Patel (2018) and Johnson (2020) in demonstrating the significant impact of effective communication on employee productivity. Patel's study emphasizes the role of leadership communication in fostering productive teams by clearly conveying vision, expectations, and feedback, which resonates with your finding that clear communication channels (mean score 4.67) enhance role understanding and productivity. Similarly, Johnson's research highlights the positive impact of mobile communication technologies on productivity, which ties into your finding that efficient communication channels (mean score 3.12) facilitate information dissemination and feedback. However, both Patel and Johnson's studies, like your findings, suggest areas for further exploration, such as improving the timeliness of communication (as seen in your moderate score of 3.12) and addressing communication overload (mean score 3.41). These gaps reflect opportunities to further investigate the role of leadership communication in virtual environments and the potential drawbacks of technology in managing continuous connectivity.

4.4.4 Statements relating to Workforce Involvement on Employees' Productivity

Additionally, the respondents were asked to indicate whether workforce involvement had effect on employees' productivity at the organization. The results are indicated by Table 8.

Table 8: Workforce Involvement on Employees' Productivity

| | N | Min. | Max. | Mean | Std. Dev. |
|--|----|------|------|------|-----------|
| Involving employees in decision-making processes boosts their sense of ownership and motivation | 79 | 1 | 5 | 3.67 | .887 |
| Employees who feel their input is valued report higher job satisfaction | 79 | 2 | 5 | 3.79 | .921 |
| Workforce involvement encourages the sharing of ideas, leading to innovative solutions | 79 | 1 | 5 | 3.46 | .837 |
| Engaging the workforce in identifying and solving problems leads to more effective and efficient solutions | 79 | 1 | 5 | 4.21 | .912 |
| Involvement leads to a more engaged and satisfied workforce, reducing turnover rates | 79 | 2 | 3 | 3.09 | .802 |
| Workforce involvement affects employees' productivity in your organization | 79 | 1 | 5 | 4.77 | .861 |

Source: Survey Data (2025)

Table 8 shows that increasing employee productivity is mostly dependent on workforce participation. With a standard deviation of 0.861 and the highest mean score of 4.77, employees strongly believe that their engagement has a substantial influence on productivity. This supports the notion that motivated workers are more likely to successfully contribute to the success of the company.

When it comes to problem-solving, the mean score of 4.21 (standard deviation 0.912) highlights that involving employees in identifying and solving problems leads to more effective and efficient solutions. This shows that empowering employees to actively participate in decision-making not only improves productivity but also fosters a sense of ownership and collaboration.

While workforce involvement in decision-making processes received a moderate mean score of 3.67 (standard deviation 0.887), it still reflects the importance of involving employees to boost their motivation and sense of ownership. The variation in responses suggests that there is room for improvement in ensuring all employees feel adequately involved in decision-making activities.

The mean score of 3.79 (standard deviation 0.921) for the perception that employees who feel their input is valued report higher job satisfaction shows a positive relationship between employee involvement and job satisfaction, which directly influences productivity. However, the relatively high standard deviation suggests that some employees may not feel as valued, highlighting the need for better recognition of employee contributions.

The moderate mean score of 3.46 (standard deviation 0.837) for the idea that workforce involvement encourages idea-sharing and innovation indicates that while employees acknowledge the potential for innovation through involvement, there may be barriers preventing full engagement and the free flow of ideas, limiting innovation within the organization.

Finally, the mean score of 3.09 (standard deviation 0.802) for the statement that workforce involvement reduces turnover rates suggests that, while involvement is seen as important for employee engagement, its direct impact on reducing turnover may not be as significant as other factors. The moderate score and standard deviation reflect that there is variability in how employees perceive the effect of involvement on retention.

The findings strongly correlate with existing literature on the positive effects of employee involvement on productivity. Mwamba and Chansa's (2020) research, which highlights the beneficial impact of employee participation in goal-setting and problem-

solving on productivity, aligns with your results, particularly the high mean score of 4.77, indicating that involvement enhances employee productivity. Similarly, Amadi & Okeke's (2019) study on staff involvement in customer service processes, which led to increased customer satisfaction and overall productivity, supports your findings that valuing employee input (mean score 3.79) fosters job satisfaction and indirectly boosts productivity. Furthermore, Nkosi & Akintola's (2020) research, which emphasized how decision-making involvement increases employee loyalty and reduces turnover, resonates with your findings on the importance of employee participation in decision-making (mean score 3.67), which can foster ownership and ultimately contribute to greater productivity. Together, these studies show the importance of involving employees in organizational processes to enhance engagement, reduce turnover, and improve overall performance.

4.4.4 Employee's Productivity

The study sought views of employee's Productivity in the county government of Lamu.

The results are indicated by Table 9.



Table 9: Employees Productivity

| | N | Min. | Max. | Mean | Std. Dev. |
|---|----|------|------|------|-----------|
| I can meet my job targets effectively due to the presence of well-defined labor relations in the organization. | 79 | 1 | 5 | 4.12 | .756 |
| Collective bargaining agreements in the workplace have positively influenced my overall productivity. | 79 | 1 | 5 | 3.78 | .972 |
| Resolving conflicts promptly and effectively has enhanced my ability to focus and be productive at work | 79 | 2 | 5 | 4.43 | .971 |
| The communication channels in the organization ensure I have the necessary information to perform my duties efficiently | 79 | 2 | 5 | 3.84 | .852 |
| My productivity is higher when my opinions and input are considered in decision-making processes | 79 | 1 | 5 | 3.36 | .914 |
| The supportive and collaborative work environment in my department motivates me to be more productive. | 79 | 3 | 5 | 3.83 | .857 |

Source: Survey Data (2025)

The results in Table 9 reveal several key insights into the factors that influence employee productivity within the organization. The highest mean score of 4.43 (standard deviation 0.971) is associated with the statement about resolving conflicts promptly and effectively. This indicates that employees believe conflict resolution plays a crucial role in enhancing their ability to focus and remain productive at work. The relatively high score suggests that effective conflict management creates a conducive work environment where employees can concentrate on their tasks without distractions, directly improving productivity. Another significant finding is the mean score of 4.12 (standard deviation

0.756) for the statement about meeting job targets due to well-defined labor relations. This suggests that clear and fair labor relations help employees understand their roles and expectations, enabling them to perform effectively and meet their targets. The moderate standard deviation indicates that there is some variability in how strongly employees feel about this, but overall, it highlights the importance of structured labor relations in achieving organizational goals.

The influence of collective bargaining agreements on overall productivity received a mean score of 3.78 (standard deviation 0.972). While this indicates a positive effect, the moderate score suggests that not all employees view collective bargaining agreements as equally impactful on their productivity. This could point to differences in how the agreements are perceived or implemented across different departments or teams. The mean score of 3.84 (standard deviation 0.852) for the communication channels ensuring employees have the necessary information to perform their duties efficiently shows that effective communication is also crucial for productivity. However, the relatively moderate score suggests that there may be occasional gaps in communication, which can affect the efficiency with which employees perform their tasks.

The statement about productivity being higher when employees' opinions are considered in decision-making received a lower mean score of 3.36 (standard deviation 0.914). This suggests that while some employees believe their input in decision-making enhances their productivity, the effect is not as pronounced. The variability in responses indicates that this factor may not be uniformly experienced across all employees, and further efforts may be needed to ensure broader involvement in decision-making processes. Finally, the supportive and collaborative work environment in the department was rated at a mean score of 3.83 (standard deviation 0.857), indicating that a positive work environment contributes to employee productivity. However, similar to communication,

the moderate score suggests that while many employees feel motivated by their work environment, there might be room for improvement in fostering a more collaborative and supportive culture in certain departments.

4.5 Correlation Analysis

The correlation analysis results in Table 10 demonstrate the positive relationships between several factors and employee productivity, with varying strengths of association. The strongest correlation is observed between collective bargaining and employee productivity, with a Pearson correlation coefficient of 0.634 and a significance level of 0.000. This indicates a strong positive relationship, suggesting that effective collective bargaining agreements are significantly associated with higher productivity. The statistical significance ($p\text{-value} < 0.05$) reinforces the reliability of this finding, implying that fostering a strong collective bargaining framework can play a crucial role in enhancing employee productivity. Conflict resolution shows a moderate positive correlation with employee productivity, with a correlation coefficient of 0.300 and a significance of 0.041. This means that resolving conflicts promptly and effectively can contribute to increased productivity, although the strength of this relationship is weaker compared to collective bargaining. The moderate significance level ($p\text{-value} < 0.05$) suggests that timely conflict resolution is an important but somewhat less impactful factor in enhancing productivity compared to other variables like collective bargaining.

The relationship between employee communication and employee productivity is also moderate to strong, with a correlation coefficient of 0.410 and a significance level of 0.006. This finding indicates that clear and efficient communication channels significantly contribute to higher productivity. As communication ensures employees have the necessary information to perform their tasks effectively, the strong statistical significance ($p\text{-value} < 0.05$) shows the importance of maintaining effective

communication systems within the organization to boost employee performance. Lastly, employee involvement in decision-making processes shows a moderate to strong positive correlation with productivity, with a correlation coefficient of 0.425 and a significance of 0.003. This result suggests that when employees feel involved and their opinions are considered, their productivity increases. The statistical significance of this correlation further emphasizes the importance of engaging employees in organizational decisions to foster motivation and commitment, which ultimately enhances productivity.

Table 10: Correlation Analysis Results

| | | Collective Bargaining | Conflict Resolution | Employee Communication | Employee involvement |
|-----------------------|---------------------|-----------------------|---------------------|------------------------|----------------------|
| Employee Productivity | Pearson Correlation | .634** | .300* | .410** | .425** |
| | Sig.(2tailed) | .000 | .041 | .006 | .003 |
| N | | 79 | 79 | 79 | 79 |

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

Source: Survey Data (2025)

4.6 Regression Analysis

Linear regression analysis was conducted to assess the influence of the independent variables; collective bargaining, conflict resolution, communication channels, and workforce involvement on the dependent variable, which is employee productivity within the County Government of Lamu, Kenya. The study provides the R square value, a statistical measure indicating how well the observed data fits the regression model. The results of this analysis are presented in Tables 11, 12, and 13. This analysis helps to determine the degree to which each of these factors contributes to enhancing employee productivity in the Lamu County Government, providing a comprehensive understanding of the key drivers of workforce performance.

Table 11: Regression Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|------|----------|-------------------|----------------------------|
| 1 | .743 | .553 | .496 | .75706 |

a. Predictors: (Constant), collective bargaining, conflict resolution, communication channels, and workforce involvement.

b. Dependent Variable: Employee Productivity

Source: Survey Data (2025)

The regression model summary in Table 11 presents key statistics that provide insight into the relationship between the independent variables (collective bargaining, conflict resolution, communication channels, and workforce involvement) and the dependent variable (employee productivity) in the County Government of Lamu, Kenya. The model's R value of 0.743 indicates a strong positive correlation between the predictors and employee productivity. This suggests that there is a significant relationship between the selected factors and productivity, meaning that changes in the independent variables are likely to result in changes in employee productivity.

The R Square value of 0.553 means that approximately 55.3% of the variation in employee productivity can be explained by the four predictors in the model. This indicates a moderate to strong explanatory power, suggesting that while other unmeasured factors may also influence productivity, the predictors in this model do a good job of accounting for the variability in productivity outcomes.

The Adjusted R Square value of 0.496 takes into account the number of predictors in the model and adjusts for the potential inflation of R Square with multiple predictors. This value is slightly lower than the R Square, indicating that the model's explanatory power decreases when adjusting for the number of predictors, but it still suggests that nearly

50% of the variation in employee productivity can be explained by the model, which is a relatively good fit. The Standard Error of the Estimate (0.75706) provides a measure of the accuracy of the predictions made by the regression model. A lower standard error indicates that the observed values are close to the predicted values, suggesting a good fit of the model to the data. In this case, the standard error is relatively small, which further supports the validity of the model.

Table 12: ANOVA Results

| ANOVA ^a | | | | | | |
|--------------------|--------------|----------------|-----------|-------------|-------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| | Regression | 18.477 | 4 | 4.619 | 8.063 | .000 ^b |
| 1 | Residual | 22.352 | 74 | .302 | | |
| | Total | 40.829 | 78 | | | |

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), collective bargaining, conflict resolution, communication channels, and workforce involvement.

Source: Survey Data (2025)

The ANOVA results provide critical insights into the overall significance of the regression model used to assess the effects of collective bargaining, conflict resolution, communication channels, and workforce involvement on employee productivity in the County Government of Lamu, Kenya. The regression model yielded a statistically significant F-value of 8.063, with a corresponding p-value of 0.000. This indicates that the independent variables collectively have a significant impact on the dependent variable, employee productivity. The Sum of Squares for the regression (18.477) represents the proportion of variation in employee productivity explained by the four

predictors in the model. In contrast, the residual Sum of Squares (22.352) reflects the unexplained variance in productivity due to factors not included in the model. The total Sum of Squares (40.829) confirms the combined variability in employee productivity observed in the data.

The Mean Square for regression (4.619) and residual (0.302) values were used to compute the F-statistic, highlighting the relative magnitude of variance explained by the model compared to unexplained variance. The F-value being significantly greater than 1 reinforces that the independent variables jointly contribute meaningfully to explaining variations in employee productivity. The statistically significant p-value ($p=0.000$) strongly suggests that the model is not due to random chance. This finding confirms that factors such as collective bargaining, conflict resolution, communication channels, and workforce involvement are critical determinants of productivity among employees in the County Government of Lamu.

Table 13: Regression Coefficients a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-----------------------------|------------|---------------------------|------|------------|
| | Beta | Std. Error | Beta | | |
| | (Constant) | .315 | .101 | | 3.112 .003 |
| | Collective Bargaining | .752 | .139 | .651 | 5.403 .000 |
| | Conflict Resolution | .302 | .143 | .235 | 2.127 .039 |
| 1 | Communication Channels | .562 | .136 | .402 | 4.135 .000 |
| | Workforce Involvement | .490 | .126 | .347 | 3.895 .000 |

a. Dependent Variable: Employee Productivity

Source: Survey Data (2025)

Based on the regression analysis, the relationship between the independent variables collective bargaining, conflict resolution, communication channels, and workforce

involvement and the dependent variable, employee productivity, can be expressed through the following regression equation:

$$Y = 0.315 + 0.752X_1 + 0.302X_2 + 0.562X_3 + 0.490X_4 + \varepsilon$$

Where:

- Y represents employee productivity,
- X₁ represents collective bargaining,
- X₂ represents conflict resolution,
- X₃ represents communication channels,
- X₄ represents workforce involvement,
- β₀ (0.315) is the constant, indicating the level of employee productivity when the independent variables are not included.

The constant term (0.315) signifies the baseline level of employee productivity when collective bargaining, conflict resolution, communication channels, and workforce involvement are absent. This highlights that a minimum productivity level exists regardless of these factors. The coefficient for collective bargaining (0.752) implies that a unit increase in the effectiveness of collective bargaining practices leads to a 0.752 increase in employee productivity. This substantial effect shows the importance of ensuring fair and transparent negotiations, which create a supportive environment and enhance employee motivation, ultimately boosting productivity. The coefficient for conflict resolution (0.302) indicates that a unit improvement in conflict resolution mechanisms results in a 0.302 increase in employee productivity. This finding highlights the significance of addressing workplace conflicts promptly and effectively to foster a harmonious work environment, enabling employees to focus on their tasks without disruptions.

The communication channels coefficient (0.562) reveals that a unit increase in the effectiveness of communication mechanisms within the organization leads to a 0.562 increase in employee productivity. This result demonstrates the critical role of clear and efficient communication in ensuring employees have the necessary information and feedback to perform their duties effectively. The coefficient for workforce involvement (0.490) signifies that a unit improvement in employee involvement in decision-making and problem-solving processes contributes to a 0.490 increase in employee productivity. This emphasizes the value of empowering employees by recognizing their input, fostering innovation, and enhancing their sense of ownership and engagement in organizational goals.

The regression results collectively demonstrate that all the independent variables have a positive and significant influence on employee productivity. Among these, collective bargaining exerts the most substantial impact, followed by communication channels, workforce involvement, and conflict resolution. These findings highlight the importance of implementing robust labor relations strategies to foster a productive and motivated workforce in the County Government of Lamu.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides an in-depth summary of the key findings from the study on the effect of labor relations on employees' productivity in the County Government of Lamu, Kenya. It begins with an overview of the main results, encompassing both descriptive and inferential statistics. The findings are then interpreted to draw meaningful conclusions, emphasizing their relevance to improving employee productivity. Based on the results, the chapter offers practical recommendations to enhance labor relations within the organization. Finally, potential areas for future research are outlined, encouraging further exploration of this critical subject.

5.2 Summary of the Study

This section provides a summary of the main study findings. It provides an overview of the results in accordance with the study's goals.

5.2.1 Collective Bargaining and Employee Productivity

The findings reveal that collective bargaining significantly contributes to better working conditions, as highlighted by a mean score of 3.89. Employees agreed that improved workplace environments and wage negotiations (mean = 3.81) are key motivators for enhancing job performance and satisfaction. Provisions ensuring job security (mean = 4.84) were deemed the most critical outcome, reducing anxiety and fostering trust among employees. The fostering of dialogue and cooperation (mean = 4.45) was also recognized as essential for building a collaborative workplace culture. However, role clarity in collective agreements scored relatively lower (mean = 3.11), indicating a gap that organizations need to address. These results show the multifaceted nature of collective bargaining, emphasizing its direct influence on various workplace dynamics.

Organizations should prioritize enhancing job clarity and leveraging collective bargaining outcomes to drive productivity further. By addressing variability in employee perceptions, the process can be made more inclusive and impactful.

5.2.2 Conflict Resolution and Employee Productivity

Conflict resolution emerged as a significant factor, with most employees agreeing (mean = 4.11) that resolving conflicts enhances teamwork and cooperation. Prompt and fair conflict management (mean = 4.41) was strongly associated with improved morale and workplace satisfaction. It also helps reduce workplace stress and absenteeism (mean = 4.43), creating a healthier work environment conducive to productivity. While conflict resolution improves communication channels moderately (mean = 3.17), this area requires further enhancement to maximize its impact. The findings suggest that fostering a culture of constructive problem-solving (mean = 3.12) through consistent practices could further improve outcomes. Organizations must integrate fairness, timeliness, and employee involvement into conflict resolution mechanisms. Robust practices in conflict resolution can create a sustainable work culture that minimizes disruptions and boosts employee performance. Addressing gaps in communication and problem-solving will further amplify the positive effects of conflict resolution on productivity

5.2.3 Communication Channels and Employee Productivity

Effective communication channels were highly rated, with clarity (mean = 4.67) enabling employees to understand roles and responsibilities better. Open and inclusive communication (mean = 4.97) was particularly valued, fostering engagement and commitment among employees. While communication efficiency received a moderate score (mean = 3.12), timely dissemination of information remains an area for improvement. Properly managed channels also reduced information overload (mean = 3.41), but challenges still exist in prioritizing essential information. Improved

communication was noted to enhance teamwork (mean = 3.67), although there is room for greater collaboration. The findings highlight the importance of inclusive, efficient communication in creating a cohesive workplace. Organizations should invest in refining communication strategies to ensure timeliness and manage information overload effectively. Such improvements will significantly enhance employee engagement and overall productivity.

5.2.4 Workforce Involvement and Employee Productivity

Workforce involvement strongly impacts productivity, with employees agreeing (mean = 4.77) that their engagement leads to better outcomes. Participation in problem-solving (mean = 4.21) fosters collaboration and ownership, improving efficiency and innovation. Decision-making involvement scored moderately (mean = 3.67), indicating a need for broader employee engagement to boost motivation and performance. The relationship between workforce involvement and job satisfaction (mean = 3.79) was positive but showed variation in how employees feel their input is valued. Encouraging idea-sharing and innovation (mean = 3.46) also highlighted opportunities for greater participation to unlock potential. While workforce involvement reduces turnover moderately (mean = 3.09), more robust engagement practices are needed. Empowering employees with meaningful involvement in decision-making fosters a sense of belonging and commitment. Addressing gaps in inclusion and recognition will maximize workforce potential and enhance productivity.

5.2.5 Employee Productivity

The findings show the significant impact of collective bargaining, conflict resolution, communication channels, and workforce involvement on employee productivity. The overall mean score for collective bargaining's impact on productivity was moderate (mean = 3.74), reflecting a positive but varied influence. Conflict resolution's effect on

productivity was rated highly (mean = 4.91), emphasizing its pivotal role in creating a conducive work environment. Effective communication also had a substantial influence (mean = 4.33), enabling employees to perform their roles efficiently. Workforce involvement was strongly correlated with productivity (mean = 4.77), reinforcing the need for employee engagement in organizational decisions. These findings highlight the complex interplay between the independent variables and their collective contribution to productivity. Organizations must adopt a holistic approach by addressing gaps and building on strengths in these areas. The results emphasize the importance of tailoring strategies to align with employee needs and organizational goals. Prioritizing these factors will drive sustained productivity and overall success.

5.3 Conclusions

The study drew conclusions regarding the influence of collective bargaining, conflict resolution, communication channels, and workforce involvement on employees' productivity in the County Government of Lamu, Kenya. These conclusions are discussed in detail below, providing insights into how each of these factors impacted the productivity of employees within the county government. The analysis highlights key findings that contribute to understanding the dynamic relationship between labour relations and employee performance, shedding light on areas where improvements can be made to enhance overall productivity. Furthermore, the discussion explores practical implications for policy and practice aimed at optimizing labour relations in the County Government of Lamu.

5.3.1 Collective Bargaining and Employee Productivity

The findings suggest that collective bargaining plays a pivotal role in enhancing employee productivity. The high mean score for job security provisions (4.84) and positive perceptions of better working conditions (3.89) shows the importance of

collective bargaining in fostering a stable and motivating work environment. Furthermore, negotiations leading to higher wages (mean score of 3.81) highlight the value employees place on fair compensation, which is a key driver of job satisfaction and performance. However, the lower mean score for clarity of job roles (3.11) indicates room for improvement in ensuring that role definitions are clearly communicated during collective bargaining processes. Despite this, the overall impact of collective bargaining on productivity (mean score of 3.74) is perceived positively, albeit with some variation among employees.

5.3.2 Conflict resolution and Employee Productivity

Conflict resolution was found to be a significant factor in promoting cooperation and boosting employee productivity. With a high mean score for the importance of resolving conflicts promptly (4.43), employees acknowledge the critical role of fair and timely conflict management in maintaining workplace morale and engagement. The moderate mean score for communication improvement through conflict resolution (3.17) suggests that while some improvement is noted, there is potential for more consistent application of conflict resolution practices across the organization. The strong perception of conflict resolution as enhancing productivity (mean score of 4.91) shows its importance in creating a conducive environment for employees to focus on their tasks and perform at their best.

5.3.3 Communication channels and Employee Productivity

Effective communication channels are highly regarded as key drivers of employee productivity. The high mean score for open and inclusive communication (4.97) highlights the importance of fostering a sense of belonging and engagement, which positively influences productivity. However, the moderate mean score for communication efficiency (3.12) and managing communication overload (3.41) indicates

that there are areas for improvement in ensuring timely and efficient information flow across the organization. Clear communication channels (mean score of 4.67) are seen as vital for understanding roles and expectations, and the overall impact of communication on productivity (mean score of 4.33) is generally positive

5.3.4 Workforce Involvement and Employee Productivity

Workforce involvement was found to be strongly correlated with employee productivity. Employees who are actively involved in problem-solving (mean score of 4.21) and feel their contributions are valued (mean score of 3.79) are more likely to exhibit higher productivity. The high mean score for workforce involvement's overall impact on productivity (4.77) supports the idea that engaged employees are more likely to contribute effectively to organizational success. However, the moderate scores for involvement in decision-making (3.67) and its impact on turnover reduction (3.09) suggest that there is room for improvement in ensuring that all employees feel adequately involved and that involvement is leveraged to reduce turnover and foster innovation.

5.3.5 Employee Productivity

Employee productivity is influenced by several key factors, including collective bargaining, conflict resolution, communication channels, and workforce involvement. The correlation analysis shows strong positive relationships between these variables and employee productivity, with the strongest being between collective bargaining and productivity ($r = 0.634$). This is further supported by the regression analysis, which demonstrates that the selected factors explain over 50% of the variation in employee productivity, indicating their significant impact. The ANOVA results also confirm the overall significance of the regression model in assessing the effects of these variables on productivity.

5.4 Recommendations

The following suggestions are put out for policymakers in light of the results on the impact of workers' involvement, communication channels, collective bargaining, and dispute resolution on worker productivity in the County Government of Lamu, Kenya:

5.4.1 Collective Bargaining on Employee Productivity

The results emphasize the positive impact of collective bargaining on employee productivity, particularly in areas like job security, better working conditions, and wage negotiations. It is recommended that the government strengthen the collective bargaining process by involving employees in discussions and negotiations to ensure that the outcomes address a broad range of employee needs. Moreover, emphasizing clear role definitions in collective agreements could help improve clarity and satisfaction in job roles.

5.4.2 Conflict Resolution on Employee Productivity

Effective conflict resolution is crucial for fostering cooperation and boosting morale, which in turn enhances productivity. It is recommended that the County Government of Lamu implements comprehensive conflict resolution training for both managers and employees to ensure timely and fair conflict management. Addressing conflicts promptly reduces stress and absenteeism, which directly improves workplace productivity.

5.4.3 Communication Channels on Employee Productivity

Communication is a fundamental driver of productivity. The study shows that clarity and inclusivity in communication significantly contribute to employee engagement and productivity. It is recommended that the County Government of Lamu improve the efficiency and consistency of communication channels, ensuring that information flows quickly and effectively across all levels.

5.4.4 Workforce Involvement on Employee Productivity

Involving employees in decision-making and problem-solving can increase job satisfaction and foster a sense of ownership, which in turn enhances productivity. It is recommended that the County Government create more opportunities for employees to contribute to decision-making processes, especially regarding issues that directly affect their roles.

5.5 Suggestions for Further Research

The results of this study point to a number of areas that require more investigation in order to have a better understanding of the connection between employee productivity and labor relations in public institutions. One potential area is the role of technological advancements in enhancing labor relations. As workplaces increasingly adopt digital communication and conflict resolution tools, future research could explore how integrating these technologies influences collective bargaining, workforce involvement, and overall employee productivity in government institutions. Such studies could offer valuable insights into modernizing labor relations processes to align with technological trends.

Another area for further investigation is the impact of organizational culture on labor relations and employee productivity. While this study focused on specific variables like communication, conflict resolution, and collective bargaining, future research could examine how underlying organizational culture shapes the effectiveness of these variables. Understanding the cultural nuances in public institutions like the County Government of Lamu could help develop tailored interventions to enhance employee engagement and productivity.

Additionally, the study could be expanded by exploring the moderating effects of employee demographics, such as age, gender, and educational background, on the

relationship between labor relations and productivity. Different demographic groups may perceive and respond to labor relations initiatives differently, which could have significant implications for the design and implementation of policies aimed at improving workplace productivity.

Finally, future studies could investigate the long-term impacts of labor relations strategies on organizational performance. While this study provided a snapshot of the relationship between labor relations and productivity, longitudinal studies could uncover how sustained efforts in improving collective bargaining, communication, and conflict resolution affect not only employee performance but also organizational outcomes such as service delivery, innovation, and public satisfaction over time. These areas of further research would enrich the existing body of knowledge and offer actionable insights for policymakers and practitioners in public administration.

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APPENDICES

Appendix I: Informed Consent

Consent Form For Participation In Research

Dear Participant,

EFFECT OF LABOR RELATIONS ON EMPLOYEES' PRODUCTIVITY IN THE COUNTY GOVERNMENT OF LAMU, KENYA is the title of the research project in which you are invited to take part. I'm writing my master's project while I'm a student at Mount Kenya University pursuing a master's degree in business administration. EFFECT OF LABOR RELATIONS ON EMPLOYEES' PRODUCTIVITY IN THE COUNTY GOVERNMENT OF LAMU, KENYA is the aim of the study. The purpose of the accompanying questionnaire is to gather data on: (specify)

It is entirely voluntary for you to participate in this study. You have the option to completely decline or to leave any questions you don't want to answer blank. Participation carries no known dangers beyond those found in daily life. Your answers will be kept private and anonymous. The information gathered for this study will be kept confidential and will only be reported as a total. Only the researchers will be aware of your specific responses to this survey. You will not directly profit from taking part in this study. But you might find it fascinating to discuss the problems the study tackles, and it might help the field as well as prospective customers or those who have faced related situations.

Please provide your best response to the questionnaire's questions if you consent to take part in this experiment. It should take about forty-five minutes to finish. In order for me to finish the project report, kindly return the questionnaire as soon as possible.

If you have any inquiries concerning this project, please get in touch with the

INVESTIGATOR: Fatma Athman Haji -0721297583

SUPERVISOR: Dr. Jacqueline Omuya - 0722699246

For inquiries concerning your rights as a research participant, please contact the Chairman of the Ethical Review Committee at Mount Kenya University, located at P.O. Box 342-01000, Thika.

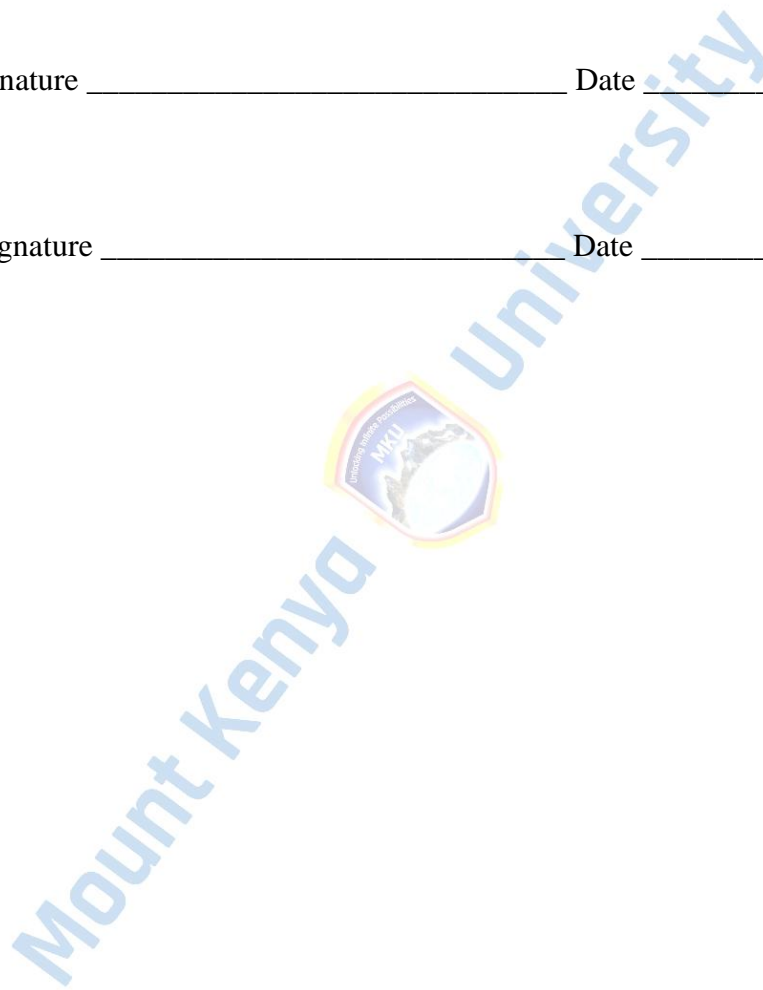
Thank you for your assistance in this important endeavor.

CONSENT

I've had a chance to ask questions and have read and comprehended the material supplied. I am aware that participation is completely voluntary and that I can end it whenever I want, for any reason, and for free. I am aware that a copy of this permission form will be provided to me. I willingly consent to participate in this research.

Participant's signature _____ Date _____

Investigator's signature _____ Date _____



Appendix II: Questionnaire

The topic of the study is: “ANALYSIS OF LABOUR RELATIONS ON EMPLOYEES’ PRODUCTIVITY IN THE COUNTY GOVERNMENT OF LAMU, KENYA.”

Section One: General Information

1. Kindly indicate your gender

| Gender | Indicate here |
|--------|---------------|
| Male | |
| Female | |

2. Kindly indicate your age bracket

| Age Bracket | Indicate here |
|----------------|---------------|
| Below 25 years | |
| 26-30 years | |
| 31-35 years | |
| 36-40 years | |
| 41 and above | |

3. Kindly indicate your highest level of education

| Highest Level of Education | Indicate here |
|----------------------------|---------------|
| Secondary | |
| College | |
| Undergraduate | |
| Postgraduate | |

4. For how long have you worked in your organization?

| Time duration | Indicate here |
|----------------------|----------------------|
| Less than 1 Year | |
| 1-2 Years | |
| 2-3 Years | |
| 3-4 Years | |
| 5 Years and above | |

5. Kindly indicate category of your employment

| Category | Indicate here |
|----------------------------|----------------------|
| Heads of departments | |
| HR & administration staffs | |
| Public service officers | |

Section B: Study Variables

6.1 Statements on Effect of Collective Bargaining on Employees' Productivity

Kindly express your level agreement/disagreement with the following statements on effect of collective bargaining on employees' productivity at the organization. The statements are measured on a five-point Likert scale where: SD – “Strongly Disagree”; D – “Disagree”; N – “Neither Agree nor Disagree”; A – “Agree”; SA – “Strongly Agree”.

| NO. | Statements | SD | D | N | A | SA |
|------------|--|-----------|----------|----------|----------|-----------|
| i. | Collective bargaining leads to better working conditions in our organization | | | | | |
| ii. | Negotiations often result in higher wages in our organization | | | | | |
| iii. | Agreements made through collective bargaining often include job security provisions, reducing employee anxiety over job loss in our organization | | | | | |
| iv. | Collective bargaining process fosters a culture of dialogue and cooperation, leading to more harmonious | | | | | |

| | | | | | | |
|-----|---|--|--|--|--|--|
| | employer-employee relations in our organization | | | | | |
| v. | Collective bargaining agreements typically outline clear job roles and expectations in our organization | | | | | |
| vi. | collective bargaining affects employee productivity in your organization | | | | | |

7. Effect of Conflict Resolution on Employees' Productivity

7.1 Statements on Effect of Conflict Resolution on Employees' Productivity

Kindly express your level agreement/disagreement with the following statements on effect of conflict resolution on employees' productivity at the organization. The statements are measured on a five-point Likert scale where: SD – “Strongly Disagree”; D – “Disagree”; N – “Neither Agree nor Disagree”; A – “Agree”; SA – “Strongly Agree”.

| NO. | Statements | SD | D | N | A | SA |
|------|---|----|---|---|---|----|
| i. | Effective conflict resolution fosters a culture of cooperation and teamwork in our organization | | | | | |
| ii. | Resolving conflicts promptly and fairly significantly enhance employee morale, as employees feel heard and valued in our organization | | | | | |
| iii. | Conflict resolution often involves improving communication channels and skills among employees | | | | | |
| iv. | Effectively managed conflicts reduce workplace stress, leading to lower absenteeism rates | | | | | |
| v. | A workplace that effectively resolves conflicts encourages a culture where challenges are addressed constructively. | | | | | |
| vi. | conflict resolution affect employees' productivity in your organization | | | | | |

8. Communication Channels on Employees' Productivity

8.1 Statements on Effect of Communication Channel on Employees' Productivity

Kindly express your level agreement/disagreement with the following statements on effect of communication channel on employees' productivity at the organization. The statements are measured on a five-point Likert scale where: SD – “Strongly Disagree”; D – “Disagree”; N – “Neither Agree nor Disagree”; A – “Agree”; SA – “Strongly Agree”.

| NO. | Statements | SD | D | N | A | SA |
|------|--|----|---|---|---|----|
| i. | Clear and direct communication channels ensure employees understand their roles and tasks | | | | | |
| ii. | Efficient communication channels enable quick dissemination of information and feedback | | | | | |
| iii. | Open and inclusive communication channels foster a sense of belonging and engagement among employees | | | | | |
| iv. | Effective communication channels facilitate better teamwork | | | | | |
| v. | Properly managed communication channels help in prioritizing information, reducing overload. | | | | | |
| vi. | communication channels on employees' productivity in your organization | | | | | |

9.1 Statements on Effect of Workforce Involvement on Employees' Productivity

Kindly express your level agreement/disagreement with the following statements on effect of workforce involvement on employees' productivity at the organization. The statements are measured on a five-point Likert scale where: SD – “Strongly Disagree”; D – “Disagree”; N – “Neither Agree nor Disagree”; A – “Agree”; SA – “Strongly Agree”.

| NO. | Statements | SD | D | N | A | SA |
|------|---|----|---|---|---|----|
| i. | Involving employees in decision-making processes boosts their sense of ownership and motivation | | | | | |
| ii. | Employees who feel their input is valued report higher job satisfaction | | | | | |
| iii. | Workforce involvement encourages the sharing of ideas, leading to innovative solutions | | | | | |
| iv. | Engaging the workforce in identifying and solving problems leads to more effective and efficient solutions, | | | | | |
| v. | Involvement leads to a more engaged and satisfied workforce, reducing turnover rates | | | | | |
| vi. | workforce involvement affects employees' productivity in your organization | | | | | |

10. Employees' Productivity

10.1 Statements on Employees' Productivity

Kindly express your level agreement/disagreement with the following statements on employees' productivity at the organization. The statements are measured on a five-point Likert scale where: SD – “Strongly Disagree”; D – “Disagree”; N – “Neither Agree nor Disagree”; A – “Agree”; SA – “Strongly Agree”.

| NO. | Statements | SD | D | N | A | SA |
|------|---|----|---|---|---|----|
| i. | I can meet my job targets effectively due to the presence of well-defined labor relations in the organization. | | | | | |
| ii. | Collective bargaining agreements in the workplace have positively influenced my overall productivity. | | | | | |
| iii. | Resolving conflicts promptly and effectively has enhanced my ability to focus and be productive at work | | | | | |
| iv. | The communication channels in the organization ensure I have the necessary information to perform my duties efficiently | | | | | |
| v. | My productivity is higher when my opinions and input are considered in decision-making processes | | | | | |
| vi. | The supportive and collaborative work environment in my department motivates me to be more productive. | | | | | |

END.

THANK YOU!

Appendix III: KUREC Approval Letter

Mount Kenya University



REF: MKU/ISERC/4549
TO: FATMA ATHMAN HAJI

Date: 05 November 2024

REG: MBA/2022/50413

Dear Sir/Madam,

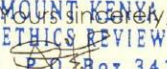
RE: EFFECT OF LABOUR RELATIONS ON EMPLOYEES' PRODUCTIVITY IN THE COUNTY GOVERNMENT OF LAMU, KENYA.

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3271**. The approval period is **05/11/2024 - 04/11/2025**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

MOUNT KENYA UNIVERSITY
ETHICS REVIEW COMMITTEE
P.O. Box 342 - 01000
Thika

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

Appendix IV: MKU Research Authorization Letter



DIRECTORATE OF GRADUATE STUDIES

MBA/2022/50413

7th November, 2024

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,

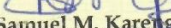
RE: FATMA ATHMAN HAJI – REGISTRATION NO. MBA/2022/50413

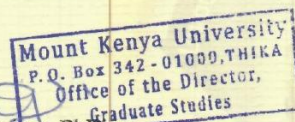
The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is **“Effect of Labour Relations on Employees’ Productivity in the County Government of Lamu, Kenya.”** It has been cleared by the University’s Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **November, 2024 and January, 2025**.

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, PhD
Director, Graduate Studies
Enc.



Appendix V: County Government of Lamu Authorization Letter



COUNTY GOVERNMENT OF LAMU
COUNTY ASSEMBLY OF LAMU
OFFICE OF THE CLERK



Telephone: +254-722966766
P.O. Box 374-80500 Lamu
E-mail: lamuassembly@gmail.com

Assembly Building
MOKOWE

INTERNAL MEMO

| | |
|---------|---|
| To | Head of HR and Admin |
| From | Clerk |
| Date | 13th December 2024 |
| Subject | Authority to Collect Data for Academic Research |

This is to confirm that Mrs. Fatma Athman Haji of Mount Kenya University has been granted permission to collect data for her research project on **EFFECT OF LABOUR RELATIONS ON EMPLOYEES' PRODUCTIVITY IN THE COUNTY GOVERNMENT OF LAMU, KENYA.**

Her target area for the research is Human Resource and Administration department.

You are therefore asked to accord her all the necessary support in regard to the study.



Appendix VI: NACOSTI Research Permit

Republic of Kenya
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **692009** Date of Issue: **13/December/2024**

RESEARCH LICENSE



This is to Certify that Miss. **FATUMA HAJI ATHMAN** of **Mount Kenya University**, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Lamu on the topic: **EFFECT OF LABOUR RELATIONS ON EMPLOYEES' PRODUCTIVITY IN THE COUNTY GOVERNMENT OF LAMU, KENYA.** for the period ending: **13/December/2025.**

License No: **NACOSTI/P/24/414544**

Applicant Identification Number: **692009**

Walter Mwangi
Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code



NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

APPENDIX VII: Plagiarism Report



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- 0** Cited and Quoted 0%
Matches with in-text citation present, but no quotation marks

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0 Integrity Flags for Review

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