

**INFLUENCE OF INDUSTRIAL RELATIONS ON PERFORMANCE OF PUBLIC
UNIVERSITIES EMPLOYEES IN NAIROBI COUNTY**

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DECLARATION AND APPROVAL

Declaration

This thesis/project is my original work and has never been presented for any academic award in any institution.

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DEDICATION

This research project report is dedicated to my family for supporting and motivating me to complete this project.



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ABSTRACT

Kenya's labor law is a rich interplay of traditions and culture that have evolved overtime to come up with one of the best market governance structures in Africa. Despite high acknowledgement by many scholars, the process under which it was constructed has been critiqued as one lacking inclusivity and participation. This can be attributed to the minimal consultations, involvement and representations of all involved parties in its decision-making process. As a matter of fact, lack of inclusion of relevant factors essential in industrial relations, has been regarded as the main catalyst of persistent unrest in high institutions of learning. In this regard, there is need to reevaluate gaps in Kenya labor law to address gaps that evidently curtail its effectiveness. Proper identification and bridging of weaknesses in the governance structure will translate to sustainable economic growth and development in the country. This research investigated how industrial relations affect employee performance in public universities in Nairobi County. The study aimed to determine the effects of work conditions, social dialogue, collective bargaining, and conflict resolution on employee performance in public universities in Nairobi County, Kenya. A descriptive survey design was used, targeting a population of 2,677 university employees. A sample of 346 participants was selected using Fisher's formula. The findings indicate that employee performance is most affected and influenced by collective bargaining (0.685), work conditions (0.612), conflict resolution (0.597) and least by social dialogue (0.534) with all have a significant influence. Overall, strong industrial relations were shown to enhance morale, trust, and productivity among employees. The study recommends that public universities in Nairobi County need to invest in strengthening their bargaining structures by ensuring that collective agreements are negotiated fairly and implemented in a timely and transparent manner. Employees need to be engaged in a constructive manner, recognize their role in the governance of the university and avoid adversarial tactics as they lead to conflicts including industrial unrest.

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LIST OF ABBREVIATIONS AND ACRONYMS

ADR:	Alternative Dispute resolution
GTUC:	Ghana Trade Union Congress
ILO:	International Labour Organization
IT:	Information Technology
KCCA:	Kampala Capital City Authority
KNBS:	Kenya National Bureau of Statistics
NACOSTI:	National Commission for Science, Technology and Innovation
SPSS:	Statistical Package of Social Sciences
TFL:	Tanganyika Federation of Labor
WHO:	World Health Organization



CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Industrial relations are a key aspect of labor administration system, influencing employee performance and hence is an essential predictor of organizational success (Bore, 2023).

Industrial relations can be defined as interactions that occur between employers and employees.

These interactions lead to established relationships which can be both individual and collective.

Industrial relations provide a platform on which employees and employers can structure compromise so as to address all their interests at the workplace. They provide an opportunity for industrial democracy that is strongly associated with job satisfaction and productivity thus generating a positive organization culture. Gaps and weaknesses are identified and addressed in a sustainable manner thus reducing unrests and protests thus healthy market structure.

Furthermore, systems are put in place to address arising needs and changes thus organization cohesion (Anderson, 2015). This results to better relations between the employees and their employers.

Work conditions, social dialogue, collective bargaining, and conflict resolution are core indicators of industrial relations. Work conditions reflect the physical and psychological environment in which employees operate, directly influencing their motivation and productivity. Social dialogue ensures participatory decision-making and fosters trust between employees and employers. Collective bargaining provides a structured mechanism for negotiating fair wages and working terms, enhancing employee satisfaction. Conflict resolution mechanisms reduce workplace tensions and promote harmony, which is essential for sustained performance.

Together, these indicators provide a comprehensive framework for evaluating the quality and effectiveness of industrial relations in any institution.

1.1.1 Industrial Relations in Public Universities in Nairobi County

Public universities in Kenya are established through the legislations detailing how they are to be established, accredited, and continually improved for smooth operations and governance. Kenya has 11 public universities which contributes greatly to the economic prosperity both directly and indirectly (Omollo, 2016). Public varsities offer education, training, research facilities among others thus nurturing growth of social and economic aspects. Employee performance in such an integral aspect of the country, is therefore of paramount importance. They harbor a dual effect on the job market, since it supports employment for a large significant part of the population.

Secondly the students in the public varsities are ripe for the job market and their perspectives are influenced greatly by their immediate environment which in this case is the learning institutions they are in.

Industrial relations in public universities in Kenya are characterized by the interactions between management, staff, and the government within the framework of higher education institutions. These relationships are crucial for maintaining harmony, productivity, and effective operation within these institutions. The industrial relations system in the public universities is influenced by national labor laws and agreements between the government and public sector unions. The management of public universities, academic and non-academic staff, and the government engage in tripartite negotiations and consultations (Bore, 2023). These interactions are essential for addressing issues related to salaries, working conditions, and employment policies.

Universities are often involved in collective bargaining agreements (CBAs) negotiated through their respective staff unions, such as the Universities Academic Staff Union (UASU) and the

Kenya Union of Domestic, Hotels, Educational Institutions, Hospitals and Allied Workers (KUDHEHIA).

Collective bargaining is a key component of industrial relations in public universities and involves negotiations between university management and staff unions to agree on terms of employment, salaries, and other benefits. The agreements reached through collective bargaining aim to improve working conditions, enhance job satisfaction, and address grievances. Industrial disputes in public universities may arise due to disagreements over salaries, promotions, and working conditions with the disputes typically resolved through negotiations, mediation, and arbitration (Ongiri et al., 2024). The industrial relations in public universities in Kenya work together with other institutions such as the Industrial Court in resolving disputes that cannot be settled through internal mechanisms. The major challenges facing the industrial relations within the public universities are varied including budget constraints, which impact salary payments and funding for university projects. For instance, Bosire et al. (2021) argues that strikes and work stoppages are common due to disputes over salaries and working conditions, often disrupting academic activities and affecting students' learning experiences. Effective industrial relations are critical for the smooth operation of public universities with positive industrial relations contributing to higher staff morale, productivity, and institutional stability. Conversely, Stichter (2023) states that unresolved disputes and poor industrial relations can lead to disruptions, reduced productivity, and negative impacts on the quality of education. Industrial relations are such critical for both employees and employers in securing success in organizations.

1.2 Statement of Problem

Kenya's labor law is embedded in a cultural historic perspective and is among the best function of market governances in Africa. Nevertheless, its development is characterized by negligible

consultation, inclusion and participation of workers in the process of decision-making (Nzioka, 2015). Further, the persistence of labor unrest in universities highlights gaps in the labour law, which should be addressed for overall sustainable economic prosperity. In 2017, there was 54 days' strike in Kenyan universities, in 2018 the country experienced a 76-day-long lecturers' strike while in 2019 there was 21 days' lecturers' strike (KNBS, 2019). Notably, productive days lost due to industrial strikes continue to increase as evidenced by 14,806 days in 2014 to 25,504 days in 2019 (KNBS, 2019). It is thus important to understand how the industrial relations within the public universities impact the performance of the employees.

Evidence indicates that industrial relations is underdeveloped in the country (Mwathe et al., 2017). However, Olungo and Ukpere (2020) argue that it has evolved and is becoming more engaged with employees having an awareness of their rights and what they can bargain for under the trade unions. Employers on the other hand are recognizing the importance of having positive employee relations to the success of their organizations (Nduku et al., 2015). There is limited evidence however focusing on the link between industrial relations and employee performance. There are limited studies which have focused on how industrial relations impacts the performance of unionized public universities employees. In filling this gap, the current study proposes to focus on public universities employees who are unionized and how industrial relations impacts their performance.

1.3 Objective of the Study

1.3.1 General Objective

To establish the industrial relations effects on performance of employees in public universities in Nairobi, Kenya

1.3.2 Specific Objectives

The study is guided specific objectives below.

- i. To identify the effects of work conditions on performance of employees in public universities in Nairobi County, Kenya
- ii. To examine the effects of tripartite/social dialogue on performance of employees in public universities in Nairobi County, Kenya
- iii. To determine collective bargaining effects on employees' performance in public universities in Nairobi County, Kenya
- iv. To investigate conflict resolution effects on performance of employees in public universities in Nairobi County, Kenya

1.4 Research Questions

The study answers the questions below;

- i. How do work conditions influence performance of employees in public universities in Nairobi County, Kenya?
- ii. To what length does tripartite/social dialogue influence performance of employees in public universities in Nairobi County, Kenya?
- iii. How does collective bargaining influence performance of employees in public universities in Nairobi County, Kenya?
- iv. How does dispute resolution influence performance of employees in public universities in Nairobi County, Kenya?

1.5 Significance of the Study

This study is important to leaders at public universities in Nairobi County. It provides insights on how employee performance can be ensured by addressing issues that increase prevalence of industrial unrests. Good industrial relations will ensure benefits to employees, employers as well as the government.

The study was beneficial to industrial unions in Nairobi County as it provides insights on how industrial relations influences firm performance. Organizations will be able to maintain harmony and prevent unrests thus increase productivity and profitability. Academicians will increase their knowledge muscle, as the findings provide insights to address factors affecting industrial relations adversely. The research acted as a steppingstone to future research and can be generalized to industrial relations in public universities in Kenya.

1.6 Research Assumptions

The study seeks to investigate the influence of industrial relations on the performance of public university employees in Nairobi County. In addressing this research objective, the study makes several assumptions for accuracy. First, the study assumes that while all university employees have faced similar experiences regarding industrial relations, the study does not focus on them but rather limits itself to the performance of public university employees. Further, the study limits itself to public universities in Nairobi County and excludes those in the rest of the country irrespective of whether they have similar experiences. The study assumes that the participants identified in the study are representatives of public university employees in Nairobi County. The study also assumes that those identified for the study maintains anonymity and confidentiality in the study and further give informed consent. This includes the assumption that the terms and

conditions of their employment do not influence their ability to provide information and responses accurately.

1.7 Definition of Terms

Industrial relations: It involves the study of the complex interrelations between employers and employees, trade unions, state and employer organizations (Sun, 2024).

Employee Performance: It involves how well an employee carries and fulfils their job duties and responsibilities and incorporates quality of work, quantity of work and efficiency (Black, 2024).

Work conditions: It involves attributes of work of employees and incorporates the term and conditions of employment (Stichter, 2023).

Tripartite: This involves agreements which are between three parties (Jones, 2024).

Collective bargaining: it involves the negotiation process between the employers and workers in establishing the working conditions and the employee rights (Odhong et al., 2022).

Dispute resolution: This is the process of addressing and resolution of disagreements between parties through mediation, litigation, arbitration or negotiation (Jones, 2024).

Unionized employees: These are employees who belong to a trade union.

Non-unionized employees: These are employees who are not members of a trade union (Stichter, 2024).

Voluntary industrial relations: The agreements between workers, employers and the government in resolving workplace issues (Sun, 2024).

Trade unions: This involves a group of workers who organize in negotiating with the employers on behalf of their members (Stichter, 2023).

Labor Market: This is a place where employers and employees interact on jobs, pay and working conditions (Sun, 2024).

Public policy: These are a set of laws, regulations and actions which the government uses in addressing issues which impact the public (Black, 2024).

1.8 Scope of the Study

The study aims to determine the impacts of industrial relations on the performance of public universities in Nairobi County, Kenya. This study focuses on public universities in Nairobi County. The population targeted by this study is the employees in the public universities. Questionnaires were used for data collection. The study takes place between February 2024 and April 2024.

1.9 Study Limitations

The proposed study is carried out to close the gap in theory and practices on public university employee performance and how it is influenced by industrial relations. The study is limited to only unionized public university employees in Nairobi County. Therefore, the performance of non-unionized employees was not considered. With the focus on only the unionized public university employees, there is no chance to compare their performance to those of the non-unionized employees working in the public universities. This would provide a more holistic understanding of the impact that industrial relations have on the performance of the employees. As a result of this limitation, the findings may not be generalizable to other sectors or to private universities.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter covers existing literature on industrial relations on performance. Theoretical perspectives, frameworks, reviews and variables were reviewed in this chapter to provide directions to our current topic under study.

2.2 Relevance of Industrial Relations

Globally, industrial relations are regarded as critical in the social, economic and political pillars which influence prosperity of every country. Extensive research highlights the beneficial impact of effective industrial relations on organizational performance, efficiency, and productivity, emphasizing its crucial role in organizational success (Odhong et al., 2022; Bore, 2022). Mwathe et al. (2017) assert that sound industrial relations are characterized by more harmonious and cooperative interactions between management and employees, as well as between these parties and the State, rather than conflictual ones. Ongiri et al. (2024) further argues that optimal industrial relations foster an environment that enhances economic efficiency, motivates employees, boosts productivity, and nurtures employee loyalty and mutual trust. Conversely, Bosire et al. (2021) have identified that high-quality industrial relations serve as mediating factors that positively reinforce the relationship between innovation activities and workers' well-being. Therefore, industrial relations are a critical element in promoting the development and prosperity of a country.

In Kenya, the industrial relations play a critical role in promoting economic development and sustainability of its people. The Kenya Vision 2030 seeks to develop a competitive and adaptable

human resource base to support the country's transition to a middle-income economy by 2030. This economic strategy highlights the essential role of an effective, motivated, and adaptable workforce in navigating the challenges of a globalized economy. It also underscores the significance of robust industrial relations systems in fostering industrial harmony, boosting organizational productivity, and enhancing economic growth. Kenya's industrial relations framework is based on the International Labor Organization's Convention No. 150 on Labour Administration, as incorporated into the Industrial Relations Charter (1984) and the Labour Relations Act (2007). This system advocates for tripartite consultations among employees, employers, and government representatives, starting at the shop floor and extending to the national level, facilitated through joint industrial councils. Kenya also has various social dialogue institutions, such as the National Labour Board, the National Council for Occupational Safety and Health, Wage Councils, and the Industrial Court, all aimed at promoting social dialogue and industrial harmony.

However, the practical application of industrial relations in Kenya has been limited, with minimal consultation and representation of workers in decision-making processes. Many employers, particularly in the public sector, continue to bypass essential industrial relations practices like negotiations and collective bargaining in favor of unilateral managerial decisions. The Ministry responsible for labor, which oversees industrial relations, tripartism, and collective bargaining, has faced weakened capacity over time. Its budget allocation has been consistently low, at about 0.26% of the national budget since the 2002/2003 financial year, and staffing levels were only 37% of the authorized establishment by 2013, with a significant proportion of aging

staff. The labour inspectorate, crucial for resolving industrial disputes, has seen a sharp decline in staff numbers, from one inspector per 37,284 employees in 1996 to one per 141,524 employees in 2012, compared to the international benchmark of one inspector per 40,000 employees. This decline has led to a shift from effective programmatic inspections to less effective and potentially corrupt worker-initiated inspections. These issues have manifested in increased industrial strikes and lost man-days, with the number of man-days lost almost doubling from 14,806 in 2008 to 25,504 in 2010, and rising dramatically to 175,329 in 2011. There has also been a decline in labour productivity across all sectors, higher unit labour costs, and reduced competitiveness. For instance, Kenya's labour productivity growth fell from 4% in 2007 to 1.4% in 2012. Addressing these challenges through a reformed industrial relations system is expected to reduce man-day losses and boost productivity of employees. This would help achieve economic growth targets, increase employment elasticity, and improve the formal-informal sector employment ratio, aligning with the goals outlined in the Medium Term Plan II (2013-2017) of Kenya Vision 2030. The current study proposes to investigate the link between industrial relations and employee performance.

2.3 Institutional and Legal Framework of Industrial Relations in Kenya

Kenya's industrial relation is based on a fairly elaborate institutional and legal framework anchored on a tripartite set up. The set up brings together the government, workers and employers. The legal framework is founded on relevant ILO Conventions ratified by the country, the country's Constitution, and domestic labour legislation. On the other hand, the boundaries for trade union organization and recruitment, including guidelines on the categories of workers, who by nature of their work, qualify to join a trade union are defined by the Industrial Relations

Charter of 1957 (revised in 1984). Kenya has five sets of labour laws that govern industrial relations in Kenya. These are the Employment Act (2007); the Labour Relations Act (2007); the Labour Institutions Act (2007); the Work Injury Benefits Act (2007); and the Occupational Safety and Health Act (2007). The basic fundamental rights of workers are defined in the Employment Act. In a nutshell, the Employment Act (2007) provides the general principles that guide labour management; the intended employment relationship in the industry; the guidelines protecting wages and salaries of workers. The Act also provides guidelines on procedural termination of employment as well as the protection of the children against labour abuse and the safety management and upkeep of employment records. Moreover, the Employment Act (2007) clearly lays down the legal dispute handling procedures and defines the role of the trade union, the employer and the in creating, maintaining and promoting industrial harmony.

The Labour Relations Act (2007) defines the right to Freedom of Association; Establishment and Registration of Trade Unions and Employer organisations; Membership and Leadership of Trade Unions and Employer Organisations as well as the Financial Management systems of the Trade Unions and Employer Organisations. The Labour Relations Act (2007) also defines Trade Union dues, Agency fees and Employer Organization fees as well as Recognition of Trade Unions and Collective Bargaining Agreements. Also important to note is that the Labour Relations Act (2007) lays out elaborate dispute resolution mechanisms as well as the basis for industrial strikes and lock outs. The Labour Institutions Act (2007) governs the administration of labour while defining the institutional framework that exists to enhance effective and fair labour relations. The Act defines the establishment of the National Labour Board, the Industrial and Labour Relations Court and the Committee of Inquiry into an industrial outcome. The Labour Institutions Act (2007) also defines institutions that have express administration and Inspection of labour as well

as the establishment and functions of the Wage Councils. Moreover, the Act also defines the operations of Employment Agencies. The Occupational Safety and Health Act (2007) lays out safety and health measures that should be undertaken at work places to secure the safety, health and welfare of the workers as well as other persons who are at risk of the activities the workers engage in. The Act stipulates that every work place should undergo a safety and health audit annually. It also defines the duties of the workers and the employer in ensuring that safety and health is maintained at the work places. Moreover, the OSH Act (2007) provides as well the role of Occupational Safety and Health Officers in ensuring and promoting occupational safety and health at the work places. Finally, the Act gives the Director of Occupational Safety and Health the overall responsibility of administering occupational safety and health by establishing and promoting OSH standards and codes of practice in any given work place. In order to address work place injuries, the labour laws stipulates the Work Injury Benefits (WIBA) Act (2007). WIBA provides the guidelines for the compensation of workers in case of injuries in their work places. Other laws that support the functional relationship in industrial relations include the National Social Security Fund (NSSF) Act No. 45 of 2013 and the National Hospital Insurance Fund (NHIF) Act No. 9 of 1998 (Revised Edition 2012). These two Acts enhances workers' social protection.

2.4 Labour Actors in Kenya

In Kenya, the stability and unity among the key players in employment relations can be traced back to a social contract established shortly after independence. This stability is rooted in a labour policy that, from the outset, promoted the formation of fewer but stronger trade unions capable of negotiating with employers on equal footing. On the employers' side, there has been a long-standing commitment to support a single organization as the unified voice on labour and socioeconomic issues. Both the primary employers' and workers' organizations have maintained broad support within their constituencies, serving as the national representatives for their members. The following is a review of the major actors in employment relations.

First is the Federation of Kenya Employers (FKE). FKE is a significant organization comprising 13 sectoral employers' associations and about 2,000 direct enterprise members, totaling around 5,000 members in 2009. After a period of membership decline in the mid-1990s to 2005 due to economic challenges and competition among business interests, the FKE regained its status as the primary voice for employers on labour and socioeconomic issues. The FKE is known for its pool of experienced professionals who provide technical advice and actively participate in social dialogue institutions. The FKE's role in collective bargaining, while not initially intended, developed due to the federation's expertise in employment relations. Members voluntarily appoint the FKE as the lead negotiator in collective bargaining, and the federation is respected for its fair and impartial approach, which has garnered trust from both employers and labour. Additionally, the FKE is actively involved in tripartite consultations with the government and labour on various issues, including broader economic and social policies. Its high-level

participation, such as on the board of the National Social Security Fund (NSSF), allows the FKE to influence public policy in ways that benefit employers' interests.

Secondly is the Central Organization of Trade Unions (COTU). COTU in Kenya stands out as a unified and strong labour center, unlike many fragmented labour movements in Africa. Despite the existence of a few large independent unions, like the Kenya National Union of Teachers (KNUT), there has been no significant effort to create a rival labour center to COTU. COTU claimed around 1 million members in 2009 through 34 affiliated unions, although this figure is likely exaggerated, with more realistic estimates suggesting about 500,000 members. Union density in Kenya, at about 30%, is higher than in many African countries, although lower than in Ghana and South Africa. COTU does not directly engage in collective bargaining at the sectoral or enterprise levels, leaving that to individual affiliates. However, it provides guidance, advice, and technical expertise to its members, including in areas like gender, child labour, and HIV/AIDS. COTU faces challenges such as declining union membership due to the rise of atypical employment and employer hostility. Its strategic plan aims to reverse this trend by focusing on membership recruitment, particularly among atypical workers, improving service delivery, capacity building, and enhancing advocacy to influence public policy. Both COTU and the Federation of Kenya Employers (FKE) are investing in building the capacity of their members to address broader economic and social issues, including the impacts of globalization on the labour market.

Thirdly, is the National Labour Board (NLB). NLB in Kenya succeeded the Labour Advisory Board, serves as a tripartite advisory body to the Minister of Labour. It addresses various labour market issues, including employment, wages, productivity, training, labour relations, and labour

legislation. The NLB also advises on labour dispute settlements and Kenya's participation in international organizations like the ILO. The NLB's membership consists of three representatives each from employers and workers, six government representatives, and two independent members, including a chairperson experienced in labour relations. This structure is similar to institutions like the ILO. The board's functions include monitoring labour developments, advising on workplace relations, and discussing international labour issues. Additionally, the NLB is empowered to investigate and research labour, economic, and social policies. Although there is no evidence of dedicated research, this mandate positions the NLB strategically within national discussions on socioeconomic issues affecting the labour market. To be effective, the NLB needs a proactive agenda, adequate resources, and government support to utilize its expertise fully.

Fourth is the Industrial Court of Kenya, an institution of social dialogue, facilitating negotiations, consultations, and collective bargaining among the government, employers, and employees. Established under Article 162(2) of the Constitution, it holds the same status as the High Court and is composed of a Principal Judge and other judges appointed by the President. The court has both original and appellate jurisdictions over disputes related to employment and labour relations. It can issue various orders, including injunctions, specific performance, compensation, damages, and reinstatement. The court also encourages alternative dispute resolution methods such as mediation and conciliation and may refuse to hear cases that haven't attempted these methods first. Appeals from the Industrial Court are limited to matters of law and can be made to the Court of Appeal under Article 164(3) of the Constitution. The court also has the authority to review its own decisions.

Finally, is the wage councils in Kenya, established under the Labour Institutions Act of 2007. Wage councils are empowered by the Minister of Labour to investigate remuneration and employment conditions, invite input from interested parties, and recommend minimum wage standards. These councils, introduced before independence, aim to set general and sector-specific minimum wages, particularly in areas with weak or non-existent collective bargaining. The general wage council covers unspecified sectors and has the broadest reach, while specific councils focus on industrial and agricultural sectors. Despite past dormancy, wage councils are key in ensuring that minimum wages are maintained across the formal sector, reflecting a political consensus that balances protection for low-wage earners with business capacity, especially for small and medium enterprises. The councils' decisions, based on independent economic studies, are crucial in aligning with global social justice goals, such as those outlined in the ILO's Declaration on Social Justice and the Global Jobs Pact, which emphasize the importance of minimum wages in reducing poverty, inequality, and contributing to economic stability.

2.5 Empirical Review

This defines secondary sources of information particularly work of researchers in regards to the study topic in the past.

2.5.1 Industrial Relations in Kenya

2.5.1.1 Historical Development

The development of tri-partism and voluntary industrial relations in Kenya before independence was preceded by a long history of conflict between the colonial authorities and a restless labor movement. This movement, which fought for freedom and labor rights, faced harsh suppression from the colonial government (Stichter, 2023). In response, trade unions engaged in strikes and protests throughout the country, which were met with severe repression by the authorities determined to crush worker resistance. Strikes were outlawed, and labor leaders were imprisoned, yet these measures failed to deter the labor movement or reduce the growing dissatisfaction with colonial rule. The tense industrial environment raised concerns among colonial officials about the political influence of the labor movement and its potential impact on the upcoming independence (Bosire et al., 2021). Thus the development of industrial relations in Kenya was full of conflict and suppression by those in power.

The shift from this period of tumultuous labor relations marked a significant turnaround, leading to what is now considered one of Africa's most well-organized labor market governance systems. Kenya's employment relationship developed within a voluntary framework, where the government provides the legal structure for parties to freely engage in relations that foster labor peace and contribute to nation-building. This constructive approach to labor issues motivated the government, employers, and labor groups to commit to maintaining industrial harmony and

peaceful relations for national progress (Olungo & Ukpere, 2020). This collective commitment resulted in the adoption of the Industrial Relations Charter in October 1962, which granted organizational rights to workers and established the principles of tripartite consultation, collective bargaining, and peaceful resolution of trade disputes. This landmark agreement was unprecedented in Africa and demonstrated a shared dedication to using industrial relations as a strategic tool for national development. In line with the charter, the government established the Industrial Court in 1964 to facilitate the peaceful resolution of trade disputes. Although the charter was a voluntary agreement, it reflected a genuine commitment from all three parties to cooperate and maintain peaceful workplace relations. The subsequent decline in trade disputes is evidence of this commitment, with the number of strikes decreasing from 285 in 1962 to 93 by 1968 (Thuo & Wambugu, 2022). Overall, public policy and the institutional arrangements for industrial and employment relations reflect this thrust of voluntarism and tripartite cooperation.

2.5.1.2 Institutional and Legal Framework of Industrial Relations in Kenya

Kenya's industrial relation is based on an elaborate institutional and legal framework anchored on a tripartite set up. The set up brings together the government, workers and employers. The legal framework is founded on relevant ILO Conventions ratified by the country, the country's Constitution, and domestic labour legislation. On the other hand, the boundaries for trade union organization and recruitment, including guidelines on the categories of workers, who by nature of their work, qualify to join a trade union are defined by the Industrial Relations Charter of 1957 (revised in 1984). Kenya has five sets of labour laws that govern industrial relations in Kenya. These are the Employment Act (2007); the Labour Relations Act (2007); the Labour Institutions Act (2007); the Work Injury Benefits Act (2007); and the Occupational Safety and Health Act

(2007). The basic fundamental rights of workers are defined in the Employment Act. In a nutshell, the Employment Act (2007) provides the general principles that guide labour management; the intended employment relationship in the industry; the guidelines protecting wages and salaries of workers. The Act also provides guidelines on procedural termination of employment as well as the protection of the children against labour abuse and the safety management and upkeep of employment records. Moreover, the Employment Act (2007) clearly lays down the legal dispute handling procedures and defines the role of the trade union, the employer and the in creating, maintaining and promoting industrial harmony.

The Labour Relations Act (2007) defines the right to Freedom of Association; Establishment and Registration of Trade Unions and Employer organisations; Membership and Leadership of Trade Unions and Employer Organisations as well as the Financial Management systems of the Trade Unions and Employer Organisations. The Labour Relations Act (2007) also defines Trade Union dues, Agency fees and Employer Organization fees as well as Recognition of Trade Unions and Collective Bargaining Agreements. Also important to note is that the Labour Relations Act (2007) lays out elaborate dispute resolution mechanisms as well as the basis for industrial strikes and lock outs. The Labour Institutions Act (2007) governs the administration of labour while defining the institutional framework that exists to enhance effective and fair labour relations. The Act defines the establishment of the National Labour Board, the Industrial and Labour Relations Court and the Committee of Inquiry into an industrial outcome. The Labour Institutions Act (2007) also defines institutions that have express administration and Inspection of labour as well as the establishment and functions of the Wage Councils. Moreover, the Act also defines the operations of Employment Agencies. The Occupational Safety and Health Act (2007) lays out safety and health measures that should be undertaken at work places to secure the safety, health

and welfare of the workers as well as other persons who are at risk of the activities the workers engage in. The Act stipulates that every work place should undergo a safety and health audit annually. It also defines the duties of the workers and the employer in ensuring that safety and health is maintained at the work places. Moreover, the OSH Act (2007) provides as well the role of Occupational Safety and Health Officers in ensuring and promoting occupational safety and health at the work places. Finally, the Act gives the Director of Occupational Safety and Health the overall responsibility of administering occupational safety and health by establishing and promoting OSH standards and codes of practice in any given work place. In order to address work place injuries, the labour laws stipulates the Work Injury Benefits (WIBA) Act (2007). WIBA provides the guidelines for the compensation of workers in case of injuries in their work places. Other laws that support the functional relationship in industrial relations include the National Social Security Fund (NSSF) Act No. 45 of 2013 and the National Hospital Insurance Fund (NHIF) Act No. 9 of 1998 (Revised Edition 2012). These two Acts enhances workers' social protection.

2.5.1.3 Labour Actors in Kenya

In Kenya, the stability and unity among the key players in employment relations can be traced back to a social contract established shortly after independence. This stability is rooted in a labour policy that, from the outset, promoted the formation of fewer but stronger trade unions capable of negotiating with employers on equal footing. On the employers' side, there has been a long-standing commitment to support a single organization as the unified voice on labour and socioeconomic issues. Both the primary employers' and workers' organizations have maintained

broad support within their constituencies, serving as the national representatives for their members. The following is a review of the major actors in employment relations.

First is the Federation of Kenya Employers (FKE). FKE is a significant organization comprising 13 sectoral employers' associations and about 2,000 direct enterprise members, totaling around 5,000 members in 2009. After a period of membership decline in the mid-1990s to 2005 due to economic challenges and competition among business interests, the FKE regained its status as the primary voice for employers on labour and socioeconomic issues. The FKE is known for its pool of experienced professionals who provide technical advice and actively participate in social dialogue institutions. The FKE's role in collective bargaining, while not initially intended, developed due to the federation's expertise in employment relations. Members voluntarily appoint the FKE as the lead negotiator in collective bargaining, and the federation is respected for its fair and impartial approach, which has garnered trust from both employers and labour. Additionally, the FKE is actively involved in tripartite consultations with the government and labour on various issues, including broader economic and social policies. Its high-level participation, such as on the board of the National Social Security Fund (NSSF), allows the FKE to influence public policy in ways that benefit employers' interests.

Secondly is the Central Organization of Trade Unions (COTU). COTU in Kenya stands out as a unified and strong labour center, unlike many fragmented labour movements in Africa. Despite the existence of a few large independent unions, like the Kenya National Union of Teachers (KNUT), there has been no significant effort to create a rival labour center to COTU. COTU claimed around 1 million members in 2009 through 34 affiliated unions, although this figure is likely exaggerated, with more realistic estimates suggesting about 500,000 members. Union

density in Kenya, at about 30%, is higher than in many African countries, although lower than in Ghana and South Africa. COTU does not directly engage in collective bargaining at the sectoral or enterprise levels, leaving that to individual affiliates. However, it provides guidance, advice, and technical expertise to its members, including in areas like gender, child labour, and HIV/AIDS. COTU faces challenges such as declining union membership due to the rise of atypical employment and employer hostility. Its strategic plan aims to reverse this trend by focusing on membership recruitment, particularly among atypical workers, improving service delivery, capacity building, and enhancing advocacy to influence public policy. Both COTU and the Federation of Kenya Employers (FKE) are investing in building the capacity of their members to address broader economic and social issues, including the impacts of globalization on the labour market.

Thirdly, is the National Labour Board (NLB). NLB in Kenya succeeded the Labour Advisory Board, serves as a tripartite advisory body to the Minister of Labour. It addresses various labour market issues, including employment, wages, productivity, training, labour relations, and labour legislation. The NLB also advises on labour dispute settlements and Kenya's participation in international organizations like the ILO. The NLB's membership consists of three representatives each from employers and workers, six government representatives, and two independent members, including a chairperson experienced in labour relations. This structure is similar to institutions like the ILO. The board's functions include monitoring labour developments, advising on workplace relations, and discussing international labour issues. Additionally, the NLB is empowered to investigate and research labour, economic, and social policies. Although there is no evidence of dedicated research, this mandate positions the NLB strategically within national discussions on socioeconomic issues affecting the labour market. To be effective, the

NLB needs a proactive agenda, adequate resources, and government support to utilize its expertise fully.

Fourth is the Industrial Court of Kenya, an institution of social dialogue, facilitating negotiations, consultations, and collective bargaining among the government, employers, and employees.

Established under Article 162(2) of the Constitution, it holds the same status as the High Court and is composed of a Principal Judge and other judges appointed by the President. The court has both original and appellate jurisdictions over disputes related to employment and labour relations. It can issue various orders, including injunctions, specific performance, compensation, damages, and reinstatement. The court also encourages alternative dispute resolution methods such as mediation and conciliation and may refuse to hear cases that haven't attempted these methods first. Appeals from the Industrial Court are limited to matters of law and can be made to the Court of Appeal under Article 164(3) of the Constitution. The court also has the authority to review its own decisions.

Finally, is the wage councils in Kenya, established under the Labour Institutions Act of 2007.

Wage councils are empowered by the Minister of Labour to investigate remuneration and employment conditions, invite input from interested parties, and recommend minimum wage standards. These councils, introduced before independence, aim to set general and sector-specific minimum wages, particularly in areas with weak or non-existent collective bargaining. The general wage council covers unspecified sectors and has the broadest reach, while specific councils focus on industrial and agricultural sectors. Despite past dormancy, wage councils are key in ensuring that minimum wages are maintained across the formal sector, reflecting a political consensus that balances protection for low-wage earners with business capacity,

especially for small and medium enterprises. The councils' decisions, based on independent economic studies, are crucial in aligning with global social justice goals, such as those outlined in the ILO's Declaration on Social Justice and the Global Jobs Pact, which emphasize the importance of minimum wages in reducing poverty, inequality, and contributing to economic stability.

2.5.2 Work Conditions and Performance

Working conditions are the environmental factors that affect the employees as they engage in delivery of their performance. They involve; skills requirement, task-structure, compensations, health at work, shift hours, and general work conditions as well mental stress that employees experience at the work place (Bashir, 2020). Studies have established that good working conditions lead to motivation and overall increased performance of the employees. Furthermore, proper work conditions reduce costs associated with high staff turnover such as recruitment and training of new employees. Working condition is a non-monetary aspect that is intrinsic in nature but greatly affects motivation and job satisfaction of the employees. Studies have established that comfortability of working conditions leads to increased compliance of set rules in an organization thus promoting staff performance. Job satisfaction leads to low job turnover, since employees struggle to maintain their position in their organization. As a result, productivity will be increased since bad practices such as fraud and embezzlement of resources will be zero-rated in the organization (Lee, 2014).

Organizations have yielded to the ever-growing pressure, to improve working conditions, from the stakeholders as well as other competitive factors. Working conditions have been associated with employee motivation and job satisfaction essential for increased performance and economic growth. Furthermore, governments all over the world wants to be in the fore front to champion

for good working conditions for their citizens. The assertiveness and advocacy on the rights of employees have also contributed to awareness and efforts to increase proper working conditions (Górny, 2017).

Bashir (2020) researched on how work conditions affected job performance among Telecom workers in Pakistan. The participants were full time employees and came from Lahore and Karachi. The study established a positive correlation between motivation, satisfaction and employee performance. Employees were more likely to be productive if they work under good working conditions since it fostered a sense of belonging as well as job satisfaction.

Lee (2014) studied the relationship between working condition factors and wellness. Data was collected from 10,019 interviews using the second wave of the Korean working conditions survey, but evaluated data was from 5,995 employees. The WHO Five Well-Being Index (1998 version), was used to measure the degree of wellness. The study involved analysis of socio-demographic factors in context to working conditions. The study established that, the wellness of the employees was significantly good when the working conditions were ideal for them. Furthermore, job turnover was less or absent when the working hours given met with their expected conditions or exceeded by few hours.

Anasi (2020) investigated on how work load affected job satisfaction of librarians in South-West, Nigeria. The study focused on the link between work perceptions, task load and work environment on the job satisfaction. This was a descriptive survey design whose sampling assumed multi-stage sampling method. The questionnaires used were structured and was given to 102 academic librarians who were the study participants. Data analysis used description and inferential statistics. Anasi concluded that there was a linear relationship across all the three variables and was in a significant manner.

Kithuka (2015) studied how work environment affected performance of bank employees' in Machakos, Kenya. This study wanted to determine work environment influence on bank employees' performance. The study targeted 8 banks with 288 participants who were all bank employees across all levels of hierarchy. The study used inferential analysis since there was need to select a sample that would represent the target population. The study gathered primary data using structured questionnaires administered to middle-level managers and regular employees, while an interview guide was utilized to collect insights from top-tier managers. The findings indicated a positive correlation between workplace suitability and job satisfaction. Suitability assumed preferential attachment thus need to promote diversity in the workplace environment. Furthermore, ensuring health safety of the employees was also associated with enhanced job satisfaction as well as performance. Intrinsic and extrinsic rewards also increased employee performance and productivity significantly.

Nduku et al. (2015) conducted a study in commercial bank head office in Kenya to determine how working conditions affected the performance of employees. The study assessed how work environment, occupational health and safety and communication strategies impacted on performance of employees. Through random sampling, 172 participants were recruited with questionnaires used to collect data. The study established that work environment was the greatest to affect the performance followed by communication strategies while health safety came in third.

Korang-Yeboah and Buobi (2021) conducted a study in a health clinic in Ghana to assess whether working conditions could affect the productivity of the employees. The study was specific to Beposo Health Centre and sought to identify different working conditions in the center. The nature of work conditions as well as hygiene contribution to productivity of the

employees was also investigated. Information was collected from 33 participants who all worked in the clinic and questionnaires were administered. The findings identified job security, occupation health and work-life balance were well provided to the employees. Despite the high job security and fair workload given to the employees, they were not comfortable with the work environment. Unproductivity was pinned to noise pollution, stress and work-life imbalance.

2.5.3 Tripartite/Social Dialogue and Performance

Social dialogue often regarded as or social concertation entails negotiations through collaborations between workers' unions, employers and government representative to structure policies and agreements that affect industrial relations such as tax, work conditions and market policies among others. Social dialogue is a recognized way to improve labor conditions around the world (Keune, 2015). Effective structures of social dialogue aid in successful resolution of economic and social issues that may emerge. As a result, functional systems, industrial stability and overall stability of economic prosperity is ensured (Jónasson, 2016). Social dialogue ensures that rights of the employees are respected by promoting equality, participation, work conditions and legitimacy. Furthermore, the process offers workers protection against discrimination, interference, and harassment.

Social dialogue comprises of negotiations, consultation, or information exchange between governments, employers and workers especially on social and economic policies (International Labour Organization, 2015). The dialogue may occur in a bipartite or tripartite process. In a bipartite, the dialogue is between two parties such as; trade unions and employer. However, in a tripartite process a representative from the government is often included in the consultations between employee and employer. Social dialogues assume different phenomena and cut across profession, sectors, organizations, countries and sometimes regions. The product of social

dialogue is often concrete results, such as pacts and collective bargaining agreements. Notably, the process can involve reevaluation of existing policies essential in shaping practices that ensure sustainable cooperation, harmony and stability of industrial relations (Keune, 2015).

Social dialogue plays a major role in regulating practices or relations in labor market. The dialogues can range from simple recommendations to formal agreements based on the seriousness of the matters being discussed. Despite the distinct culture, history, economy or policies of different countries, social dialogue cuts across a rich diversity thus its global application. The most common model practiced is one of no coercion but rather freedom to associated and right to engage in collective bargaining (Budeli & Kamwimbi, 2022).

Globalization, changes in employment pacts, trade unions and dynamic environment surrounding job market have adversely affected efficiency of social dialogue immensely (Jónasson, 2016). As a matter of fact, there are some countries that restrict practices of the industrial relations while in others, they are just there to foster economic stability rather than address needs of the employees. Nevertheless, countries that value the whole concept of social dialogue benefit from economic prosperity that is distributed fairly, thus bridging the gap between rich and poor.

According to Lee and Rolee (2015), tripartite consultations that are often regarded as militant unions harbor more practical implications than the moderate unions. Militancy manifested by unions can adversely affect performance of the employees as well as quality of the industrial relations being addressed. For instance, there are prolonged strikes in public institutions whose militancy has not been able to address.

Nzioka (2015) explored how tripartite consultation could affect performance of public institutions in Kenya. This was a descriptive survey that targeted all state institutions in Kenya.

Sampling for the participants was done randomly to select 14 public institutions in Nairobi County. Instruments of research were questionnaires and interview guide. Statistical Package of Social Sciences (SPSS) was used in quantitative and qualitative data analysis as well as theme structure in this study. The study established that employers were diligent in their role as well as the trade unions. However, the trade unions did not mention the rewards such as profits to its members through any form of publication. Furthermore, the study established that, the Ministry of Labour faced many challenges payment delays, human resource inadequacy and insufficient budget.

Kiran and Dhaliwal (2022) conducted a study in IT industry in India to ascertain the tripartite relationship and relevance of moral behaviour, job participation, and performance in the sector. This study would evaluate the relationship between behavior and performance as well as other roles of different variables. The study design was exploratory and featured 647 employees of various IT companies in India as participants. The study established that job participation played a mediating role and found out that moral behavior and performance have a moderate relationship.

2.5.4 Collective Bargaining and Performance

Collective bargaining involves negotiations between employers and employees and sometimes a government representative to structure agreements that govern working conditions such as remunerations and rights of the employees. Employees normally belong to trade unions and appoint their representatives whose work is to present interests of the employees at the discussion forum. The negotiation can be done with a single employer or sector or might assume a multi-sectoral perspective depending on the nature of the collective bargaining framework and scope (Gyesie, 2017). Notably, collective bargaining protects the employees by ensuring they

bargain better wages for their performance. The employer benefits by increasing employee performance which leads to competitive advantage associated with high economic demand. It promotes industrial democracy, develops a sense of self-respect and responsibility among the staff, increases productivity and morale of employees. In addition, collective bargaining reduces employee turnover, develops their skills through training, fosters justice and reduces different inequities such as harassment at the work place.

Conferring to Armstrong and Taylor, (2014), collective bargaining involves negotiation and structural of agreements on matters of interest to unions and employers outlining working conditions and other employment terms. Notably, the process can identify gaps or issues likely to cause industrial unrests in future. In this regard, employers and unions can design frameworks that foster positive job performance and hinder future unrests through process of collective bargaining.

Gyesie (2017) investigated collective bargaining agreements influence on worker performance in an organization. The study took place in Washington DC and involved selection of fifteen participants from 5 labor. Sampling of the participants was randomized purposive both frontal and telephonic talks. Secondary sources of data included for the study were collective bargaining agreements, philosophical periodical and individual diaries. Yin's 5-step method was used for analysis process. The study identified five major themes dubbed; performance accountability, organizational culture, motivation, managerial practices, and union sustainability.

Munganyinka (2015) researched on collective bargaining and employee performance at SORWATHE Ltd. The study aimed at investigating how collective bargaining could affect staff performance in SORWATHE Company. Descriptive design was utilized with random sampling approach used to identify 99 participants from 497 total population target. The collected data

which was inform of answered questionnaires was sorted and keyed in the SPSS for analysis. The study established that participants were aware of the important role played by trade unions in SORWATHE and that they were active in consultation with their employer. Notably, the participants stated that through negotiation, the unions enabled them face certain challenges such as protecting them legally and fine-tuning the structure of leadership in the company. As a result, respondents acknowledged the important role played by the unions in striking work-life balance and also creating awareness about the rights of employees.

Mulunda et al. (2018) conducted a study in the energy sector in Kenya on its collective bargaining effect on employee performance. The study used a representative sample of 356 participants that was randomly sampled from the 5,001 employee target population. This study targeted staff in unions as well management tier in all energy companies in Nairobi. The design of study was descriptive as it sought to measure effect of staff relations on their performance. The study used a questionnaire in collecting responses from the participants with the data collected used in SPSS.

Munialo (2019) performed a study in Kitae Academy Schools Complex where he used 20 teachers as study participants from primary and secondary school in ration of 1:1. The study explored the impact of collective bargaining and performance of the teachers. The design of research used both qualitative and quantitative methods. Primary data was collected from the participants through observing them and administering questionnaires. Interviews and observation was used to collect qualitative data while questionnaires collected quantitative data. Furthermore, there was literature review from related research question, which constituted the secondary data. The study concluded that a significant relationship existed between collective bargaining and performance of the teachers. Better Alternative to a Negotiated Agreement (BA

TNA) and Alternative Dispute resolution processes (ADR) were the main processes of negotiation through which collective bargaining was attained in the school. Furthermore, collective bargaining impact on performance of the teachers was presented as either relative or great. Notably, there was need to improve the negotiation process even more by formalization through contracts to increase efficiency and also increase chances of achieving set objectives in the education sector.

Nana (2017) investigated the link between collective bargaining agreements and performance of employees. The study involved multiple analysis of whether collective bargaining pacts stalled or aided managers establish sustainable productive work environment. The study found that collective bargaining pacts that lacked a participatory or partnership structure mitigated the efficacy of the labor unions thus reduced performance and productivity in the organization. In this regard, the study advocates for increased inclusion and involvement through the process of deriving collective bargaining pacts.

Using correlational research design Mukiira et al. (2020) analyzed the connection of collective bargaining and performance workers in the county government health facilities in Meru County. Data was collected through questionnaires. The study concluded the performance of health workers was greatly affected by collective bargaining pact in existence. In this regard, staff performance can only be attained and sustained once their issues are addressed in the collective bargaining pact which can only be ensured if they are actively engaged throughout the decision-making process.

2.5.5 Conflict Resolution and Performance

Conflict resolution can be defined as strategies adopted in addressing points of contentions in a peaceful manner that ensures continued employee performance. The conflict may be personal, financial, political, or emotional. The team members have the mandate to give relevant information regarding the conflicts by actively communicating and participating in resolution process (Nneka, 2019). Negotiation, mediation and arbitration are common strategies used by organizations to solve conflicts and disputes at work place. These strategies advocate for peaceful settlement at the organization level rather than pursuing the legal options. Conflict resolution leads to goal achievement, enhances commitment between conflict partners and generates new insight. Achot and Kithinji (2021) researched on how settlement of conflicts at workplace affected organisational performance in South Sudan with a specific state identified on the impact of conflict resolution on employee performance. This would involve analyzing indicators associated with conflicts and strategies adopted to resolve them in a workplace and how they impacted on overall performance and productivity. The study employed a descriptive approach with a case study used to draw qualitative and quantitative data from Jonglei state. The target population for the study was 182 employees of Equitorial State in South Sudan. The study participants drawn from the target population were 55 employees. The data collected was reviewed using SPSS with a strong correlation established between disputes and overall performance of the organization. Conflict resolution strategies were attributed to enhanced cohesion which increased organization performance significantly.

Nneka (2019) researched on the correlation between conflict resolution and organizational performance in South East Nigeria breweries. The focus was on how conflict management affected organizational performance and culture in the breweries. Strategies used in conflict

management such as negotiation, collective bargaining and consultation were investigated in regard to their impact on overall performance. Theoretical and empirical research were carried out in the literature review of the study. The study was conducted as a survey research and information was collected from five breweries in the region. Frequency tables and percentage were used for representation while regression analysis tested the hypotheses. The study concluded that all highlighted strategies of conflict management had a positive correlation with organization culture and performance.

Agusioma (2019) focused on how staff conflict resolution was done in public service commission of Kenya and how it impacted on overall staff performance. The study sought to investigate the correlation existing between conflict resolution and work performance in the organization. The study was conducted as a descriptive survey that involved use of mixed mode. The study targeted all level managers in the organization where 141 participants were identified in the study. The data collected was carried out through semi-structured questionnaires to the respondents. Regression analysis was used to process the data and the study of concluded that there is a significant and positive correlation was established between resolution of conflicts and performance of the employees. Furthermore, participation of the employees was seen to foster moral and job performance of the employees. In this regard, it is essential to resolve conflicts in an organization if cohesion is to be sustained in an organization.

A study by Tumwebaze et al. (2020) in Kampala Capital City Authority (KCCA) sought to investigate conflict resolution strategies effects on employee performance. This was a cross-sectional study that involved primary sources of data through random sampling technique. The study involved 498 participants who were all institution technical staff. The study established that strategies of conflict resolutions affected employee performance at KCCA.

Umana (2019) studied strategies adopted in conflict resolution in Nigeria and how they influenced performance of the workers in organizations. This was done through an explanatory approach and inclined towards the secondary sources of relevant information on area of research. Thorough review of existing literature was the guiding parameter of this study. In conclusion, effective management of conflicts at workplace had a positive impact on the decision making in the organization which translated to increased performance and productivity. This can be attributed to the increased cohesion, job satisfaction and cooperation all which encourage good practices such as punctuality and commitment to the collective goals set in the organization.

2.5.6 Impact of Industrial Relations on Employee Performance

Employee performance is the extent to which employees can discharge their roles or complete tasks given to meet delivery requirements such as deadlines and precision. It measures quality, quantity and level of skill in delivery of outcomes. In this regard, an employee can be valued based on contribution to the performance of the organization upon which appraisals based on merits can further stimulate motivation and performance. As indicated by Thuo and Wambugu (2022), performance of employees can be determined by the quality of their work, their timeliness and their proficiency while at work. In agreement, Amboka (2023) holds that performance is illustrated by job proficiency, quality delivered, speed of completion, consistency in the work produced and the trustworthiness of the employees in carrying out their different duties and responsibilities. Notably, investigating why requirements are not met, discussing feedbacks, and analyzing challenges faced at the workplace are all essential in promoting positive organization culture. In addition, prioritizing on learning and development, setting measurable and realistic goals, regularly recognizing great work and improvement and maximizing job satisfaction.

Performance involves the level of achievement against the goals set requirements or visions of an organization (Erialdy, 2024). Work performance is quantity and quality of tasks completed by employees while undertaking their assigned responsibilities. As a result, performance of an employee is used to measure success extent in delivery of services in any organization based on set objectives and expected standards (Rivai & Basri 2015). Levels of accuracy, neatness and speed in completion of tasks are also regarded as measure of employee performance, since they demonstrate work proficiency (Ma'rifah, 2014). The ability to achieve set target and present expected outcomes can also be understood as performance. The employees manifest their knowledge on the task given by comprehension and drawing relevance from assigned duties. Intrinsic values such as self-drive, discipline and reliability all add up to employee performance. Behavioral patterns such as attendance, punctuality and availability can sometimes act as measures for employee performance (Lebans & Euske, 2016).

An increase in employee morale and motivation is a notable outcome of effective industrial relations (Pepple & Ambilichu, 2024). Thuo and Wambugu (2022) contends that industrial relations should be viewed more as a skill set or philosophy rather than merely a management function or a distinct area of activity. Despite numerous high-profile instances of industrial action, the focus in employee relations is progressively shifting from collective institutions—such as trade unions and collective bargaining—to individual employee relationships. Concepts like 'employee voice' and the 'psychological contract' have been embraced by employers, influencing their policies and aspirations regarding employee relations. In recent years, the public sector has faced increasing pressure to enhance performance. Over the past thirty years, there has been a growing debate about the role, scope, and effectiveness of public sector institutions (Odhong et al., 2022). Given that public service is essential for implementing

government policies, its effectiveness is influenced by the socio-political context in which it operates (Pepple & Ambilichu, 2024). The capacity of public service to deliver effective services hinges on its efficiency. Globally, there is a heightened awareness of the need to prioritize the public service's role in national development. A robust public service not only strengthens the economy but also fosters economic growth and investment opportunities (Erialdy, 2024). As public service performance improves, it leads to enhanced economic growth, poverty reduction, and better human development outcomes. Efficiency has thus become a key criterion for evaluating public sector organizations, given their extensive involvement in various economic activities.

2.6 Theoretical Review

The study was guided by three theories reviewed below.

2.6.1 Social Exchange Theory

Social exchange theory was developed by George Homans in 1958, postulates that reward or punishment influence people's behavior and actions. According to Homans people are likely to engage in behaviors that maximize their rewards and minimize their punishment. This theory seeks to explain behavior at an individual level as opposed to a society perspective. Negative outcomes are regarded as costs while rewards are the positive outcomes associated with various social interactions that an individual engages in. notably, the rewards or costs can either be intrinsic such as job satisfaction or extrinsic such money. Nevertheless, both intrinsic and extrinsic motivation have been associated with increased motivation and productivity associated with positive employee performance (Jónasson, 2016).

According to social exchange theory, people tend to benefit more from any interaction than their costs. This can be used to explain why people choose relationships with more rewards and leave

out those with many costs or punishments. Notably, different factors influence nature of relationship associated with social interactions in varied ways. For instance, there are people who would choose job satisfaction over monetary rewards and vice versa. Furthermore, the expectation expressed in social exchange theory often seek equal compensation (Budeli & Kamwimbi, 2022).

According to the theory, if employees perceive good relations in an organization, they will tend to give the same and vice versa. This can be attributed to the relationship between employers and employees from their daily interactions in this social environment. In the beginning all parties will prefer interactions that looks after their interests and avoid those associated with high costs. Notably, this is not a rigid association as growth and development foster dynamic oscillations in advancement of relationship time. Focus should be on ensuring that relations do not stall but through trust and commitment continue to benefit both parties for mutual advantage (Keune, 2015).

Social Exchange Theory was used in this study to scrutinize the tripartite/social dialogue effects on staff performance public universities in Nairobi County, Kenya. As postulated by social exchange theory, a person compares the negative outcomes against the positive ones. When the public universities have social dialogue with employees and unions, there will be fair engagements. Social dialogue that proves beneficial to employees will influence their commitment and performance.

2.6.2 Vrooms Expectancy Theory

The theory was profound by a psychologist by the name Victor Vroom in the year 1964. The theory states that individual's motivation depends on valence, instrumentality and expectancy (Munialo, 2019). According to its proponents, expectancy is a strong belief that putting frantic effort results to achievement of desirable outcomes. The level of expectancy depends on individuals' self-confidence, past work experience and the ability to solve problems so as to achieve the set performance standards. The aspect of instrumentality focuses on the belief that people are supposed to be rewarded in case they attain the set performance target. The reward can be in form of promotion, recognition and salary increment.

As stated by Vroom's Expectancy Theory, when the reward has more personal value to employees, it is expected that employees will improve their efforts at work. They'll be more conscious that a link exists between the effort they put and the results. Therefore, it means that both employee as well as the organization must be conscious of the three processes: work performance is improved by increased efforts; improved performance will result to bigger rewards and also employee will appreciate reward offered. However, it's hard for an employee to get motivated if one of these requirements is not met. Particularly the final part can eventually become an issue (Mukiira, Moguche & Muema, 2020). An organization in conjunction with its employees must therefore find out the rewards which are valued by individual employees'; the rewards that motivate them. Organizations often consider that the best way employees can be motivated is through financial bonuses, although Expectancy Theory reveals that this is not usually the most essential factor to employees. Hence, there should be a proper balance between setting a performance standard that is clear and tailored to individual personnel and offering financial bonus (Nana, 2017).

Valence focuses on values that are associated with rewarding of individuals while influential factors are based on goals, values and needs that trigger achievement of desirable outcome (Munganyinka, 2015). The behavior of an individual will determine the level of motivation among individuals. Instrumentality and expectancy aspect focus on personal attitudes while valence determines the values associated with motivation. Some examples of outcomes associated with value include: provision of bonuses, recognition and provision of competitive salaries (Gyesie, 2017).

Vrooms Expectancy Theory was used in this study to determine collective bargaining effects on job performance of employees. The theory states that individual's motivation depends on valence, instrumentality and expectancy. The aspect of instrumentality focuses on the belief that people are supposed to be rewarded in case they attain the set performance target. When the reward has more personal value to employees, it is expected that employees will improve their efforts at work. In order for the public to improve the employee performance, there is need for collective bargaining between the employers and employees in order to regulate and enhance employee wages, employee benefits, terms of employment among other rights. Collective bargaining ensures that employees benefit maximally from their work in form of salaries. As a result, more co-operation will be fostered to increase employees' performance in public universities.

2.6.3 Driven- Reduction Theory

This theory was established by Hull Clark in 1940s to explain how motivation influences learning and behavior. The theory states that drive arousal bring about desirable outcomes. The theory highlights on how individuals react when their physical need is challenged. The two main factors that determine individual's motivation are reduction and drive. Drive refers to arousal that is triggered by desirable conditions (Lee, 2014). According to Hull, motivation comes from a biological stimulus such as hunger or thirst and regards them as drives. These needs often create an imbalance and need for remedy or action to strike equilibrium by reduction of tension.

Drive-reduction theory further categorizes drives as either primary or secondary. The primary needs are essential for survival while secondary ones are associated with comfort and ease. Nevertheless, satisfaction of secondary drives automatically leads to satisfaction of the primary ones (Bashir, 2020). For instance, money can be seen as a secondary need which would directly mean that one cannot lack food for survival because he is empowered to acquire it. However, this is not always the case since, there could be situations where the primary need in this case food is not available despite availability of money.

According to its developer, reduction in drive has significant effect on individual learning and behavior or attitude towards learning. Drive tends to determine individual behavior when conducting a task. For individuals to develop desirable behavior they are supposed to be motivated. Some of the factors which trigger motivation include; salary advancement, achievement of targets and recognition of job well done (Górny, 2017).

In relation to this study, driven- reduction theory was used to analyze how working conditions impact employee performance in public universities. The theory explains how motivation

influences learning and behavior. The two main factors that determine individual's motivation are reduction and drive. Drive refers to arousal that is triggered by desirable conditions. Drive tends to determine individual behavior when conducting a task. For employees in public universities to develop desirable behavior they need to be motivated. Some of the factors which can be used to trigger employees' motivation include working condition in terms of safety, work-life balance and flexibility. Improving the work conditions will increase job satisfaction, motivation and promote productivity and performance of the employees.

2.6.4 Contingency Theory

The theory was proposed first in 1964 by Fred Edward Fiedler, where he discussed leadership personality and environment in which he operates in. according to Fiedler, there is no ideal way of management so long as a leader has a good personality and is aware of the context that requires application of his skill. A good leader should be in control of the entire situation whether things are running smoothly or there are conflicts. Leader-Member Relations is the first factor essential in effective leadership. This defines the inspiration power possessed by the leaders which enables the followers believe in him and accord him maximum cooperation and trust essential in employee performance. Loyalty, effective communication and confidence between the leader and followers are effective for coherence in an organisation. Secondly, there is need for clarity and precision in task-structure organisation, to enable employees to comprehend and therefore deliver their best in performance. Thirdly, there is the position power which defines authority to reward or punish the subordinates which definitely influences their actions (Olaniyi and Lucas, 2016).

According to this theory, the organisational needs can be met when they have the appropriate design and management style aligned to the nature of teamwork and tasks being carried out. In other words, leadership style is highly affected by internal and external factors of its occurrence. Factors that affect leadership efficiency include; resource allocation, nature of operations, level of technology, business strategies, relations with the staff and also the size organization. Furthermore, there are traits essential for a leader such as decisiveness, trustworthy, problem-solving skills among others. Effective leaders should have the ability to manage the organization whether there are smooth operations or crises, in a manner that ensures productivity and performance is not compromised (Purwohedi, 2019).

According to Fiedler's contingency theory, organizations can be categorized by considering three variables. The first variant is the manner in which employees show acceptability and loyalty to their leader. Secondly the tasks assigned to the employees should be described in comprehensive and clear terms for effective organisation performance. Lastly, a leader should possess aspirational power and exercise authority in the organisation. According to contingency theory, leaders execute their roles better when they relate well with their followers. Furthermore, employees will execute their roles better when their tasks are well spelt out and they understand the requirements and expectations attached to their position. Despite the many factors affecting efficiency of leadership, leaders should be flexible and adaptive to fit into the dynamic environment. Contingency theory influences the style of management, the experiences, ethos, motivation, goals, conflict resolution strategies and policies employed within a workplace (Kuja et al., 2022). Focus should be on aligning them in a manner that increases optimum performance of the employees. Existing policies, codes of ethics, mission statements and managerial styles should all work towards promoting production in the organisation.

The contingency theory was deployed in this study to investigate conflict resolution effect on workers' performance. According to contingency theory, organisation of a unit cannot be acutely defined but its effectiveness is dependent on personality as well as context of application. The two things that are important are the leader's personality and the situational context. The public universities are faced by personal, financial, political, or emotional conflicts. The public universities unions, employers and the employees address conflicts by actively disseminating information on the sources of conflicts or competing ideas to the entire group for a collective approach to be adopted. Conflict settlement in terms of negotiation, joint consultation and mediation leads to goal achievement, enhances commitment between conflict partners and generates new insight.

2.7 Conceptual Framework

The study proposes to investigate the influence of industrial relation on the performance of public university employees in Nairobi County. This was achieved by identifying the impact of work conditions, collective bargaining, conflict resolution and social dialogue, the performance of public university employees in Nairobi County. The conceptual frameworks aspects and elements were based on the four research objectives. A conceptual framework is a chronological flow of factors affecting topic under study. The indicators in the conceptual framework are retrieved from the research objectives and the review of literature carried out above. The conceptual framework demonstrates how independent and dependent variables interact with each other and the type of relationship structured. The following is a conceptual framework summarizing the main factors influencing the performance of public university employees.

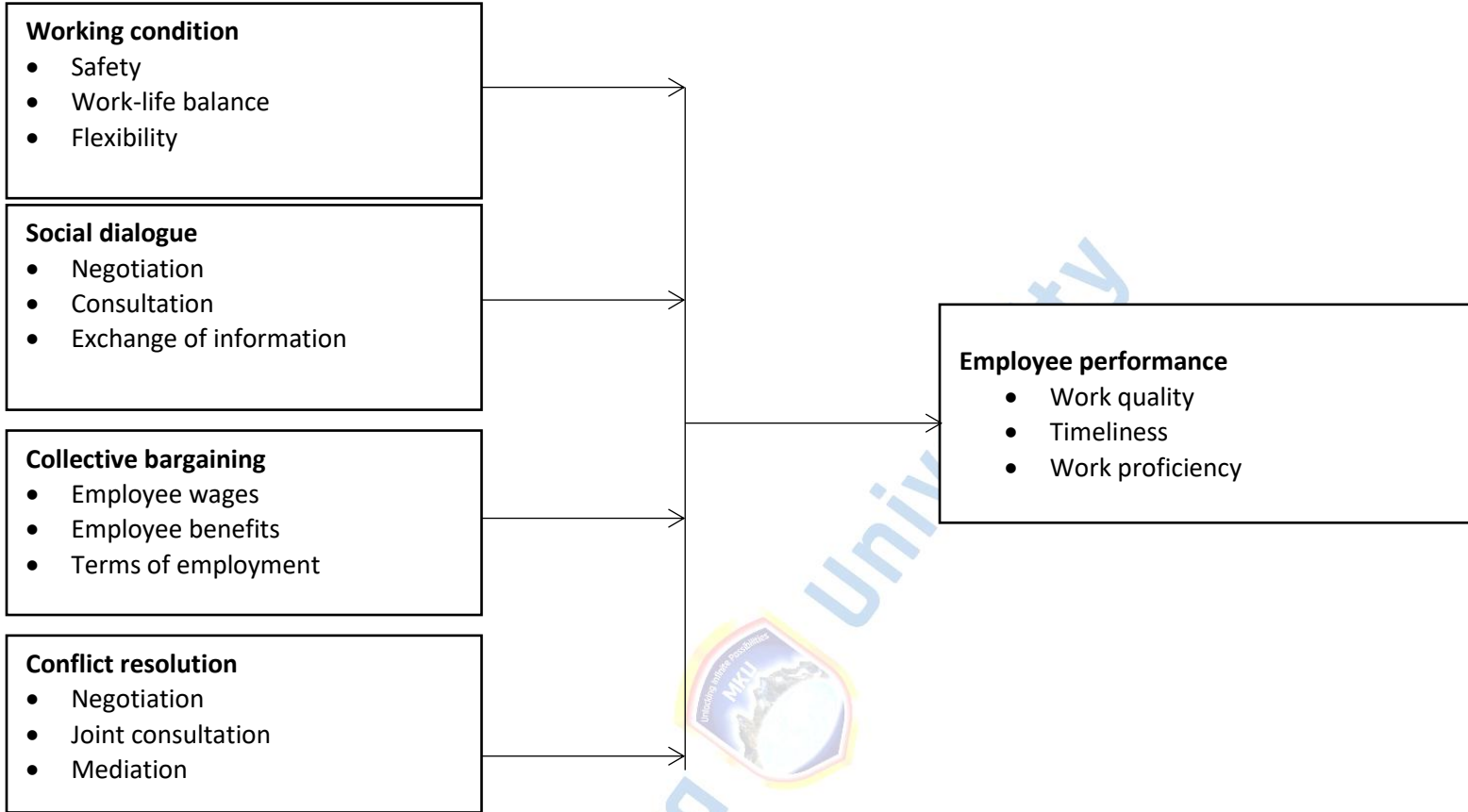


Figure 2 Conceptual Framework

Independent Variable

(Source: The Researcher, 2025)

Dependent Variable

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

Methodology discusses methodology, research structure, target population and sampling methods, and data collection process and analysis processing.

3.2 Research Design

This was a descriptive survey since it describes an object, a trend, theme, practice, or phenomenon. It offers comprehensive answers to all dimensions of aspects involving topic of study thus effective in answering research question (Creswell, 2013). Focus was on gathering significant information regarding the research question thereby ensuring effective analysis and statistical representation. Quantifiable information was gathered and used to analyze the target audience in a statistical manner. The study aimed at giving independent results rather than manipulation of any variables to fit existing research work. This description study was not biased or manipulative in any manner as its approach was that of observation and description. This study was ideal for a descriptive survey design since it satisfactorily answered the research question through explanation and validation of research findings.

3.3 Target Population

The target population for the study was unionized public university employees both academic and non-academic. The unionized public university staff were targeted as they engage in

unionized activities and thus in the best position to provide insights on how industrial relation influence their performance. All the three levels of unions were included with all trade unions in which public university employees are in were included in the review. This allowed for generalizability of the results whereby the findings enabled an understanding of the impact of industrial relations in all the three levels on the performance of their members. There are 3 public universities in Nairobi County with about 3825 employees. With the assumption of 70% of unionization, the target population from the three universities is 3825 individuals from which the sample was calculated from. Table 1 below lays out the number of employees unionized in the three universities.

Table 1 Target Population

Institution	Number of Employees	70% of Unionization
University of Nairobi	1942	1359
Technical University of Kenya	1600	1120
Cooperative University of Kenya	283	198
Total	3825	2677

3.4 Sampling Technique and Sample Size

The study participants were recruited from 2,677 employees in public universities in Nairobi County. The Fisher's formula was used to calculate the size of sample.

The formula is $n = N / [1 + N (e)^2]$

Where n = sample size,

N = population size

e = error term (0.05)

Hence, $n = 2677 / [1 + 2677(.05)^2]$

$= 2677 / 7.6925$

$= 346$

346 respondents were sampled for the study with 200 from University of Nairobi, 86 from the Technical University of Kenya, and 60 from the Cooperative university Of Kenya. Recruitment of research sample was done through simple random sampling method. An online version that randomly generates numbers were used to select the research sample to reduce any instances of bias. This ensured by creating equal chances to the target population for selection as study participant.

3.5 Data Collection Instruments

The study mainly used a survey questionnaire as tool for data collection. The questionnaire was arranged by demographic information, independent variables and dependent variables.

3.6 Data Collection Method

The data collection method involved distributing the survey questionnaire to the participants.

The researcher approached the department heads within the different departments in the targeted universities and request their help in recruiting the participants for the study. This helped the

recruiter in providing information about the study and identifying the participants. The researcher acquired contact details of the public university employees allowing him to send an email requesting their participation in the study. The email included an attached consent form as well as a link to a monkey survey where the participants can participate in the survey. As indicated by Bloomfield and Fisher (2019) monkey surveys provide a cost-effective approach of administering survey over large number of people. The email also included an introduction letter providing an overview of the study including its purpose and objectives.

The researcher sought an introduction letter from the university by the researcher to ensure consent. Permission was sought from the management of the universities before commencement of the study. Notably, the university supervisors helped in identification of the target population and participants of the study. Consent was sought from the respondents, and they were informed about the research question and guiding objectives. All respondents recruited were required to sign and give consent before they participate in the research. Monitoring of administered questionnaires were done by the researcher to ensure that all filled forms are handed over during research. The collection of data was done over two weeks, and the researcher was present throughout the study to clarify on unclear issues.

3.7 Pilot Testing

Study reliability and validity was ensured by conducting a pilot test before study. This entailed initialization as well as processes to be used so as to identify and prevent any margins of errors. The pilot study was conducted in Multi Media University in Kajiado county, 35 respondents were selected using simple random sampling.

3.7.1 Validity of the Instrument

Validation of the tools used for data collection were carried out to ensure that aspects to be studied give reliable results. Validity was done in three main ways including construct, criterion and content. Construct validity is the measure of extent to which method used can accurately represent data collected through observation compared to the set hypothesis. Criterion validity is the correlation between an instrument score to another standard whether in present or future research.

Content validity measured extent to which data collected using the tools of study answered the research question in a comparative manner. During the validation procedure of this study, experts such as supervisors were given the questionnaire to be used in answering the research questions. Insights and contributions of these experts was essential since they commented on relevance, adequacy and appropriateness of this study. This helped in highlighting questions that require clarity or editing. The researcher edited and fine-tune in the questionnaire before dispensation to respondents.

3.7.2 Reliability of the Instrument

The research reliability involves the level at which the instrument is what it is designed to measure in an authentic and constant manner. Common measures of reliability to be used in this study included; consistency, test-retest, and inter-rater reliabilities. Test-retest measured relationship of scores from one instrument to another in every 2 weeks. Inter-rater reliability checked level of agreements in competing parameters of the same instrument. In addition, the internal consistency reliability measured the consistency of individual parameters in the

instruments to be used. This means that a single parameter was checked using different constructs to ensure reliability. In this Cronbach's alpha was employed in checking for the reliability of the internal consistency given its great application in similar research designs.

Cronbach's Alpha helps in establishing whether a specific entry in the scale can measure the same hypothesis. Cronbach alpha highlights relationships between two categories of data correlation by coefficient scores obtained (Cooper & Schindler, 2013). If results of the coefficient are 0, it was interpreted that the scores are not reliable while that of more than 0.7 highlighted accuracy and high reliability.

3.8 Data Analysis and Presentation

Quantitative statistics was collected and processed using descriptive statistics such as mean and standard deviations. Representation of the analysed data was done through graphs, charts and essay form. Collection of data involved tallies and percentages highlighting differences presented for easy description and interpretation of the statistics, in consideration to the objectives and research question. SPSS (version 23) was used statistical data analysis while flexible questions processed through content analysis to communicate research findings.

A correlation analysis was conducted in this study in measuring the significance of the correlation between the independent variables of the study and the dependent variables. Multiple regressions were done to identify whether there is a correlation between the variables at 5% significance level. The regression equation is:

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

Where

Y is performance

X₁ is work conditions,

X₂ is social dialogue,

X₃ is collective bargaining

X₄ is conflict resolution

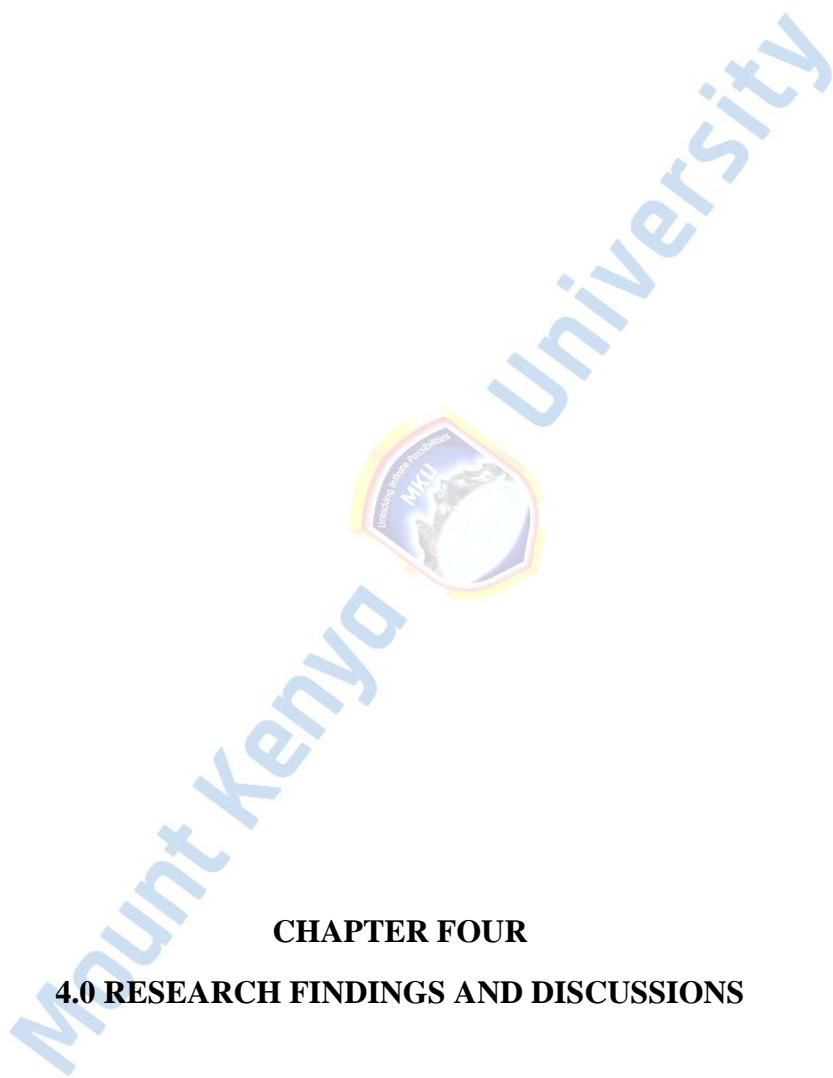
β_0 is the regression constant, β_1 , β_2 , β_3 and β_4 are the coefficients of independent variables.

In analyzing the open ended questions asked in the survey, thematic analysis was utilized to identify patterns, themes, concepts, and issues emerging from the responses acquired from the participants. Bloomfield and Fisher (2019) hold that thematic analysis helps the researcher identify significant themes from the qualitative data collected and enable the study to identify significant values, beliefs, practices, dispositions, and conditions influencing the performance of university employees. The researcher collected the qualitative data from the survey and then commence the analysis of this data. The researcher reviewed each verbatim response to the open ended questions with the researcher using a line by line review. Afterward, units of information such as concepts, phrases, and words from the questions were retrieved, provided they contribute and are relevant in acquiring the meaning of the research questions. The researcher ensured that the data retrieved could stand on their own as informational and meaningful to the level of interpretation based on data identified by other studies and research. Through thematic analysis, the researcher determined trends and significant themes arising. After identifying units of information, the researcher coded and group the information into subcategories based on having

a similar concept or theme. The subcategories and categories grouped into core categories identified as the major themes to inform the study and address the research questions. The researcher developed thematic connections as well as recurring trends to inform the study.

3.9 Ethical Consideration

Ethical considerations are the foremost of the researcher's mind throughout the research process (Maxwell, 2013). The study adopted various ethical principles, such as privacy, confidentiality, informed consent, and participants' safety. First, there is no expected harm for the study participants, and the researcher acquired ethical approval from the university. Participation was entirely voluntary, with informed consent observed before commencing the study by providing detailed information on the participants expected involvement. Further, the researcher accurately recorded the information acquired in the data collection process including the qualitative responses with these presented as direct quotes, whereby the researcher makes no attempts to influence the participants' responses. The researcher informed the participants that they could withdraw their participation at any point and answer any question raised to clarify their involvement in the study. Hewitt (2018) argue that privacy and confidentiality are essential for any research study. This study protects the participants' privacy by protecting their identities with pseudonyms for the participants and their universities they are from. The data storage is in a secure cabinet, with only the researcher having access while computer data is password protected. Finally, the soft and hard data will be destroyed in seven years with hard data shredded and soft data permanently deleted from the computers.



CHAPTER FOUR

4.0 RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The purpose of the study was to assess the industrial relations impacts on the performance of employees in public universities in Nairobi Kenya. The current chapter focuses on the analysis of the data collected, its interpretation and presentation in addressing the research questions. In

meeting its objectives, the study investigated the effects of work conditions, tripartite/social dialogue, collective bargaining and conflict regulation on the employee performance. The data was collected through the use of a questionnaire designed in line with the study objectives. Through the employment of various statistical tools, information was extracted on the factors influencing employee performance of public universities located in Nairobi County.

4.2 Response Rate

The study collected data using a questionnaire with 346 questionnaires distributed and administered to 346 employees selected from university employees from public universities in Nairobi County. The responses came from 312 respondents informing on the factors influencing performance of employees from the public universities. The questionnaire return rate is presented in Table 2 below:



Table 2 Response Rate

Response	Frequency	Percentage
Responded	312	90.2
Not Responded	19	5.5
Not Complete	15	4.3
Total	346	100.0

From the study, 312 respondents completed and returned the questionnaire, contributing to the 90.2% response rate. However, 19 respondents did not respond despite being called and emailed,

resulting in a 5.5% non-response, while 15 returned questionnaires were not filled at a 4.3% rate. Despite this, the response rate was acceptable, and this was made a reality after personal calls and emails reminding the respondents to fill out and return the questionnaires. It also included an explanation of the importance of the study and possible benefits from their participation. The 90.2% was good and representative of the target population. This conforms to the recommendations of Bloomfield and Fisher (2019), who indicate that a response rate of 50% and above is acceptable and adequate for analysis and reporting, while a response rate of 60% is good and above 70% is excellent. For those who did not return the questionnaire, the reasons included lack of availability to return the questionnaire, while for those not filled, it is likely that the respondents did not want to commit their answers to some of the questions. The researcher analyzed and reported the data based on the 90.2% response rate, as presented below.

4.3 Demographic Characteristics of the Respondents

The staff targeted for the study were employees working at public universities in Nairobi County. The first part of the questionnaire sought to understand the demographic characteristics of the respondents. Based on the data collected, an analysis was carried out with the results presented below, including the age of the respondents, gender of the respondents, years of service, and academic qualifications, among others.

4.3.1 Gender of Respondents

In this study, the researcher expected both male and female staff to participate. As such, a question required them to indicate the gender with the distribution of the respondents by gender summarized in Table 3 below.

Table 3 Gender of Respondents

Gender	Frequency	Percentage
Male	186	59.60%
Female	126	40.40%
Total	346	100%

Majority of the respondents were male at 59.6% while 40.4% of the respondents were female staff. The findings indicate that the institutions have both male and female employees with the majority being male. This implies that the views illustrated in his findings are gender sensitive and can be taken as representative of the opinions of both males and females concerning the factors influencing employee performance in public universities in Nairobi County.

4.3.2 Age of Respondents

The level of performance by employees is likely to vary depending on the age of the respondents. In order to ensure that bias is considered, the study investigated the composition of the respondents participating in the study in regard to the age brackets. This would help measure and consider the familiarity of the factor affecting the performance of employees in public

universities in Nairobi based on age. Table 4 below illustrates the findings on the age brackets of the respondents.

Table 4 Age of Respondents

Age of respondents	Frequency	Percentage
20-30 years	47	15.10%
31-40 years	108	34.60%
41-50 years	89	28.50%
Over 50 years	68	21.80%

From the study, most respondents were between 31-40 years at 34.6%, followed by 41-50 years at 28.5% and 21.8% over 50 years. The smallest percentage was participants aged between 20 and 30 at 15.1%. Based on the above results, it is clear that the employees working at public universities in Nairobi County are distributed across different ages with majority between 31 years and 50 years.

4.3.3 Marital Status of Respondents

The targeted respondents as can be seen in the findings above are distributed across various age brackets and it is likely the marital status will also vary. Family stability is considered to be a factor influencing the performance of employees (Korang-Yeboah & Buobi, 2021). Based on this, the study investigated the marital status of the participants as it is an influencer of one's performance at work. Table 5 below summarizes the results of the marital status of the participants in the study.

Table 5 Marital Status of Respondents

Gender	Frequency	Percentage
Single	93	29.8%
Married	209	67% %
Widowed	10	3.2%
Total	312	100%

Majority of the respondents in the study were married at 67% while 29.8% were single while only 3.2% were widowed. The findings imply that the staff within public universities in Nairobi County are mainly married. Through the marital status, the study understands the stability of the employees working in public universities in Nairobi country. As indicated by Munganyinka (2015), marital status illustrates employees' commitments and responsibilities, which up to a point influences their performance. However, it should be noted that a significant percentage of employees working in public universities in Nairobi County are single. This may impact their commitment to their work, whereby they are likely to have less distraction and be more committed to work and personal growth than their married counterparts who have to balance their home life and careers.

4.3.4 Education of Respodents

Public universities in Nairobi work in different departments and levels and have different academic qualifications. Educational status of respondents influences the responses provided by the participants and, thus, a need to understand the value of education. Further, it helps determine the education levels of employees employed by the universities. The study thus enquired on the highest academic qualifications attained by the respondenents. This is summarized in table 6 below.

Table 6 Educational Levels of Respondents

Education Level	Frequency	Percentage
Diploma	74	23.7%
Bachelor's Degree	141	45.2%
Postgraduate (Masters/PhD)	97	31.10%

According to the findings illustrated in Table 4.5 above, most of the respondents had a Bachelor's degree at 45.2% closely followed by those with postgraduate degrees including masters and PhD at 31.1% while the rest had diplomas at 23.7%. The results imply that most respondents had at least a Bachelor's degree with the minority having diplomas. This implies that public universities in Nairobi County employ staff that have at least diploma degree. Hence, the participants engaged in this study understood sought by the questionnaire. Further, this implies that the employees have the academic qualifications and competencies to perform and this influences their efficiency in carrying out their studies. Therefore, it is critical to understand the educational status among the respondents as it is a critical influencer of their performance at the workplace.

4.3.5 Working Experience of Respondents

The length of service or work experience within an organisation influences the extent to which one understands the issues that influence the performance of employees. For instance, an

employee who have worked in organisations for 20 years has a better understanding of the issues faced by staff when compared to employees who have worked in an organisation for only a few months. Over time, it is likely that an organisation has gone through technological and leadership changes which employees who have been in an organisation longer have a better conceptualization of the impact of these changes. With the study seeking to understand the factors influencing employee's performance, the length of service that a respondent has had within an institution is critical. The following is a presentation of the number of year that respondents have served in the organisations.

Table 7 Length of Service

Duration in Years	Frequency	Percent
Less than 1 year	9	2.9%
1-5 years	54	17.3%
6-10 years	103	33%
11-15 years	81	26%
20 Years and above	65	20.8%
Total	312	100%

Majority of the respondents reported that they had been with the institutions between 6-10 years at 33% while 26% had been with the organisations for a period of 11-15 years while those in 20 years and above were at 20.8%. Fewer number of employees were with the organisations for a period of between 1-5 years at 17.3% while the fewest had been with the institution for least than 1 year at 2.9 years. This illustrates that majority of the respondents had been with the institutions for 6 years and above with a small percentage only have been with the institution for least than 5 years. As a result, the study findings imply that the public universities in Nairobi county have a

high rate of retention given majority of the respondents have been in the institution for more than six years. The new hires are likely due to filling newly created positions or in replacing staff that has retired or moved to other organizations.

4.3.6 Type of Employees of Respondents

Employment type of the respondents is also important when considering the factors influencing the performance of employees. The table 8 below summarizes the employment type of the respondents by stipulating whether they are academic staff or non-academic staff.



Table 8 Employee Type

Type of Employees	Frequency	Percentage
Academic Staff	189	60.6%
Non-academic Staff	123	39.4%
TOTAL	312	100%

Majority of the respondents participating in the study were academic staff at 60.6% with 39.4% of the respondents' non-academic staff. Academic staff likely includes professors, lecturers, territorial fellows and researchers while non-academic staff are likely staff in administration and

management of the organisations. The high number of respondents were academic staff implying that the public universities in Nairobi county had a significant number of academic staff given their core business was on provision of higher education.

4.3.7 Appointment Terms of Respondents

In addition to the type of staff participating in the study, the study also investigated the appointment terms of the participants. The results are summarized in table 9 below.

Table 9 Type of Appointment

Type of Appointment	Frequency	Percent
Permanent	129	41.3%
Contract	68	21.8%
Temporary	34	10.9%
Casual	81	26%
Total	312	100%

As can be seen in the table above, the majority of the participants in the study were on a permanent basis at 41.3% while 21.8% of the participants were under contract terms. Further, the findings indicate that casuals were at 26% while the lowest percentage of participants were on temporary terms. The findings indicate that employees at public universities in Nairobi county differs in terms of the appointment with majority permanent, while the rest were employed on a contract, temporary or casual basis. Type of appointment is likely an influencer of the performance of the employees and therefore a need to understand how they were distributed among the participants.

4.3.8 Union Affiliation

Employees in public universities in Kenya join different labor unions to seek protection over their working and employment. In understanding the factors influencing performance of employees, union affiliation of the participants is a critical element to consider. The results of the union affiliation of employees of public universities in Nairobi County are summarized in the table below.

Table 10 Union Affiliation

Union Affiliation	Frequency	Percentage
UASU (Academic Staff)	173	55.4%
KUSU (Support Staff)	95	30.4%
KUDHEIHA (Technical Staff)	44	14.1%
TOTAL	312	100%

There were three unions that were mentioned by the participants in this study; UASU, KUSU and KUDHEIHA. Majority of the participants were members of UASU at 55.4% while KUSU had 30.4% with the minority belonging to KUDHEIHA. This likely is influenced by the type of employees they are as UASU is mainly for academic staff, KUSU for support staff while KUDHEIHA is for technical staff.

4.4 Descriptive Analysis

4.4.1 Work Conditions and Employee Performance

Work conditions are critical determinants of employee behaviour, their motivation and performance. Within the public universities in Nairobi County, organisational structures are often bureaucratic in nature with resources constrained, and such the working conditions are

highly critical. The study investigated the factors influencing the employee performance of public universities in Nairobi County. The first objective of the study was to identify the effects of work conditions on the performance of employees in public universities in Nairobi County, Kenya. In response to this, the respondents were required to indicate their level of agreement with various aspects of working conditions and employee performance where a scale of 1 to 5 was provided such that 5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree. The results are summarized in table 11 below.



Table 11 Work Conditions

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
The institution is safe for employees to work in	5%	8%	15%	50%	22%	4.2	0.8
Proper safety measures are in place	4%	10%	18%	45%	23%	4.1	0.9

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
I am satisfied with safety measures	6%	12%	20%	44%	18%	3.9	1.0
Institution offers flexible hours	10%	16%	18%	40%	16%	3.8	1.1
Entitled to 15+ leave days	3%	6%	15%	48%	28%	4.0	0.9
Work-life balance reduces stress	4%	7%	14%	51%	24%	4.1	0.8
Limited workplace freedom	20%	25%	15%	30%	10%	2.9	1.2
Flexible work schedules	5%	8%	12%	55%	20%	3.7	0.9
Flexibility helps retain employees	3%	7%	17%	52%	21%	3.8	0.9

4.4.1.1 Workplace Safety and Employee Safety

In investigating the influence of work conditions on employee performance, a number of elements were considered. One of the elements of work conditions investigated is workplace safety and security. When asked whether the respondents felt the institution they worked in was safe, 50% of the participants indicated that it was safe while 22% strongly agreed that it was safe. 15% of the respondents were neutral, 8% disagreed while 5% strongly disagreed whether the institution was safe. With a standard deviation of 0.8, there is a strong illustration of safety in working in public universities in Nairobi at a mean of 4.2. This imply a high perception of safety

which is critical in enhancing the morale of employees as well as reducing stress related absenteeism which positively impacts employee performance. Further, when asked on whether the institutions had proper safety measures in place, majority at 45% for agree and 235 for strongly agree indicated that appropriate safety measures were put in place. However, 18% were neutral on the proper safety measures while 10% disagreed and 4% strongly disagreed. A significant proportion at 68% agreed that institutions put in place proper safety measures in the workplaces. The mean was at a standard deviation of 0.9 and a mean of 4.1, illustrating a significant agreement on institutions putting in place proper protocols for safety. This suggests that institutions are committed to securing the safety of their employees. As illustrated by Hagenimana et al. (2018), safety in the workplace is a positive influencer of high productivity. Finally, when asked on whether they were satisfied with safety measures in place, majority at 44% agree with the statement while 18% strongly agreed that they were satisfied. This is against 20% who were neutral, 12% who disagreed and 6% who strongly indicated they were dissatisfied with safety measures in place. Therefore, majority were satisfied with the safety measures in place with contentment shown in the safety measures that institutions put in place. This aligns with the stipulations of the drive-reduction theory which indicate that individuals are motivated in acting in ways which reduce physiological and psychological discomfort within the workplace (Bashir, 2020). This aligns with the stipulations by Kithuka (2015) who argue that stressors can impair cognitive function and productivity. As a result, institutions need to be proactive in addressing the stressors through comprehensive safety protocols, and safety measures which reduce anxiety of the employees and develop a conducive environment for performance. Further, the social exchange theory (Blau, 1964) argue that favorable treatment within organisations results to an increase in the commitment and productive of employees. As

Lee (2014) argues, when employees feel that their well-being is given a priority, they are likely to respond with commitment and higher engagement. Further, contingency theory takes safety as a contextual factor influencing effectiveness in organisations. Anasi (2020) states that a secure and well-structured environment support task execution and improves relations resulting to better performance. Research by Bashir (2020) and Hagenimana et al. (2018) support these findings by putting emphasis on institutions to secure workplace safety which fosters stability and enhance employee performance. As such, safety should not only be a legal obligation for employees but also a performance based strategy.

4.4.1.2 Work life Balance

The second work condition elements investigated was on work life balance and flexibility enjoyed in the workplace. Majority of the participants indicated that they agreed while 16% strongly agreed that institutions offered flexible working hours. 18% were neutral, 16% disagreed and 10% strongly disagreed that institutions offered flexibility in the workplace. With a mean of 3.8, the findings reveal a moderate to strong perception of flexibility. As illustrated by Korang-Yebah and Buobi (2021), improved work life balance is positively linked to employee motivation and reduced burnout leading to improved performance. When asked is entitled to 15 leave days or more majority agreed at 48% while 28% of the respondents strongly agreed that they were entitled to 15 leave days and more. 15% of the respondents were neutral while only 6% disagreed and 3% strongly disagreement on their entitlement to 15 leave days and more. This imply that public universities in Nairobi County have a favorable leave policy for their employees an illustration to their commitment to work life balance. Through a favorable leave policy, institutions can reduce levels of absenteeism as a result of burnout with this contributing to long term retention and performance of the employees. This aligns with earlier observations

illustrating that majority of the respondents had worked in the institutions for more than 5 years. When asked whether work life balance reduces stress, majority of the respondents at 51% agreed while 24% of the respondents strongly agreed with the statement. However, 14% were neutral while 7% disagreed and 4% strongly disagreed that work life balance reduces stress. With a mean of 4.1, the respondents acknowledged that balanced work demands positively influence their well-being which is critical in securing sustainable performance. The relevance of Vroom's expectancy theory (1964) is emphasized whereby when institutions provide tangible rewards such as flexible hours and paid leave, employees perceive a clear link between performance and desired outcomes. Further, drive-reduction theory explains that reduced stress through adequate rest periods restores physical and psychological energy (Lee, 2014). Within academic institutions, the tasks are often requiring cognitive labor and thus recovery periods are critical in ensuring that there is sustained high performance. Prolonged stress without adequate time for recovery leads to employee burnout and absenteeism which negatively affects performance. From the social exchange perspective, flexibility and entitlements to leave serve as investment in employee well-being (Budeli & Kamwimbi, 2022). In return, employees respond by going above and beyond their responsibilities exhibiting organisational citizenship behaviour (Organ, 1997). This creates a reciprocal dynamic which improves social contract between the employees and employers.

4.4.1.3 Employee Autonomy and Flexibility at Work

The third work conditions elements investigated was on employee autonomy and freedom. When asked on whether they had limited workplace freedom, 45% disagreed with 20% strongly disagreeing with this statement while 25% disagreed that there was limited workplace freedom in

their institutions. 15% of the participants were neutral on whether there was limited workplace freedom while 30% agreed while 10% strongly agreed that there was limited workplace freedom. With a mean of 2.9, there is a mixed few which imply that while some employee felt freedom some were feeling constrained which negatively impacts their creativity and job satisfaction. As illustrated by Kuia et al. (2022), autonomy is a significant enable and motivational factor which could boost the performance of the employees. When based on whether they enjoyed flexible work schedules, majority agreed with 55% agreeing while 20% strongly agreed that they enjoyed flexible work schedules. 12% of the respondents were however neutral with only 8% and 5% disagreed and strongly disagreed respectively that they had flexible work schedules. With a mean of 3.7, the flexibilities reveal that flexibility is available and recognized by employees working in public universities in Nairobi County. Flexibility is a critical factor influencing motivation and satisfaction of employees and is positively linked to performance (Korang-Yeboah & Buobi, 2021). When asked on whether flexibility helps in retaining employees, majority agreed with the statement at 55% while 20% strongly agreed with the statement. However, 17% were neutral while 7% disagreed and 3% strongly disagreed with the statement. With a mean of 3.8%, the finding indicated that employees valued flexibility and felt that it contributed to retaining them. This aligns with Gyesie (2017) who argue that flexibility is linked to a reduced rate of employee turnover and is positively linked to performance and increased productivity. Social exchange theory argues that when employees are provided with autonomy, they get discretion on deciding the tasks to be performed which illustrated trust and respect (Keune, 2015). As a result, they are empowered to be innovative and work in alignment in personal strengths likely leading to better performance. Based on vrooms expectancy theory, autonomy also enhances perceived control on performance outcomes which lead to better results due to improved motivation. Finally,

contingency theory argues that no single management fits all environment but giving autonomy can enhance intrinsic motivation resulting to better performance. Existing evidence aligns with these findings where autonomy is correlated with creativity and satisfaction particularly in public institutions where bureaucratic red tape often impedes efficiency (Kuia et al., 2022; Kiran & Dhaliwal, 2022). As such, through autonomy, public institutions motivate employees which leads to better performance.

In conclusion, positive work conditions particularly safety in the workplace, flexibility and leave entitlement are linked with better employee satisfaction as well as performance. Majority of the indicators illustrate a strong agreement and favorable means of about 4.0. However, there are concerns on workplace freedom illustrating a need for public universities in Nairobi County to improve the autonomy and empowerment of their employees. As illustrated by Kiran and Dhaliwal (2022), improving the autonomy of employees and their capacity to make decisions while promoting safety and flexibility in the workplace positively influences performance. There is as such need to develop guidelines which enhance participatory decision making, and empower employees. Further, getting and putting in place feedback mechanism, reduction of micromanagement and encouraging employee initiative and further optimise the human resources and secure sustainable performance.

4.4.2 Social Dialogue (Tripartism) and Employee Performance

The study investigated the factors influencing the employee performance of public universities in Nairobi County. The second objective of the study was to identify the effects of tripartite/social dialogue on the performance of employees in public universities in Nairobi County, Kenya. In response to this, the respondents were required to indicate their level of agreement with various

aspects of working conditions and employee performance where a scale of 1 to 5 was provided such that 5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree. The results are summarized in table 12 below.



Table 12 Social Dialogue

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Employees engage in negotiation regularly	12%	18%	20%	38%	12%	3.5	1.1
Negotiation solves work problems	7%	10%	20%	45%	18%	3.7	1.0

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Negotiation improves satisfaction	5%	9%	22%	48%	16%	3.8	0.9
Regular employer consultation	6%	13%	21%	43%	17%	3.6	1.0
Consultation reduces opposition	8%	10%	20%	44%	18%	3.7	0.9
Workers feel heard	5%	11%	17%	49%	18%	3.9	0.8
Info exchange builds trust	4%	9%	15%	50%	22%	4.0	0.8
Shared information is relevant	6%	12%	18%	45%	19%	3.8	0.9
Info exchange solves real problems	5%	11%	19%	47%	18%	3.9	0.8

4.4.2.1 Influence of Negotiation

Various aspects of social dialogues and their impacts on employee performance were evaluated.

First, the findings provide insights on the negotiation practices within public universities in Nairobi County. On regular engagement in negotiation, 38% of the respondents agreed while 12% of the respondents strongly agreed that employee engage in regular negotiation. However, 30% of the respondents did not support this view whereby 12% strongly disagreed and 18% disagreed that there was regular engagement in negotiation. Within a mean score of 3.5(SD=1.1), the findings reveal that there is moderate perception on regular negotiation practices within the institutions. When asked on whether negotiation solves work problems, majority believed that they did with 45% agreeing while 18% strongly agreed that through negotiations work problems are resolved. However, 17% of the respondents held a different perception with 10% disagreeing and 7% strongly disagreeing that negotiations resolves work problems. With a mean of 3.7 (SD=1.0), the perceptions that negotiation is functional in addressing workplace issues is

reinforced. Further, the participant held the perception that negotiation leads to satisfaction with a mean of 3.8 (SD=0.9). This aligns with the stipulation of social exchange theory (Homans, 1958) which holds that individuals engage in behaviour that lead to positive social rewards such as job satisfaction, trust and recognition. Further, Bore (2023) indicate that employees who perceive negotiation as leading to valuable outcomes are merely to reciprocate this by increased organisational commitment and improved performance. Additionally, according to Vroom's expectancy theory (1964), the findings imply that employees in public universities are more motivated when they hold the perception that their input in negotiation can contribute to performance based rewards. Majority of the respondents agreed that negotiation leads to employee satisfaction with 48% agreeing while 16% strongly agreed with the statement. Only 9% disagreed and 5% strongly disagreed that negotiation impacts employee satisfaction with 22% holding a neutral stance. As such, the observed satisfaction linked with negotiation reinforces the expectant instrumentality valance approach where transparency and outcome drive dialogue motivates the employees.

4.4.2.2 Consultation and Employee Performance

The second aspect of social dialogue investigated was on consultation and its link to employee performance. 60% of the respondents agreed that regular consultation occurred between employees and employers with 43% agreeing while 17% strongly agreed with the statement. However, 13% disagreed while 6% strongly disagreed that there were regular consultations occurring between employees and public institutions in Nairobi County. With a mean of 3.6 (SD=1.0), the findings indicate that there is a fairly consistently consultation between employees and employers. With a mean of 3.7(SD=0.9), the findings reveal that respondents hold the perception that employee involvement in consultation lead to reduced resistance to decisions

made. This is with a majority of the respondents agreeing with the statement whereby 44% agreed while 18% disagreed that consultation leads to reduced resistance. This illustrates the necessity of promoting cooperation and alignment in decision making through active engagement with employees. This supports contingency theory by Fiedler (1964) who indicate that context is critical in securing leadership effectiveness. By engaging employees through consultations, trust is developed, job roles are clarified and better leader-employee relations are developed relating to organisational harmony and influencing employee output. Further, the findings align with evidence provided by Jonasson (2016) who argued that effective consultation mechanisms can enhance stability and develop an environment that is collaborative. Moreover, as per the drive-reduction theory by Hull (1943), the discomfort felt by employees is due to uncertainty and being excluded from decision making. As such leaders in public institutions in Nairobi County need to incorporate consultation when making decisions as it results to improved motivation and performance.

4.4.2.3 Information Exchange

The third aspects of social dialogue influencing employee performance discussed was on information exchange. Majority of the respondents felt that workers within public institutions in Nairobi County felt heard by their institutions with 49% agreeing while 18% strongly agreed with the statement. A minority at 10% disagreed and 8% strongly disagreed that they felt heard. However, with a high mean score of 3.9 (SD=0.8), the findings reveal that employees felt heard and this likely positively enhanced employee commitment and performance. Further, the employees were asked on whether they thought information exchange lead to development of trust. Majority of the respondents with 50% agreeing and 22% strongly agreed that information exchange led to trust while only 9% disagreed and 4% strongly disagreed on the statement while

15% of the respondents held a neutral stance. With a mean of 4.0 (SD=0.8), the findings indicate that employees highly value transparency through exchange of information in the engagement between them and their employers. The emphasis on transparency and the need for open communication aligns with the findings by Keune (2015) who stresses that trust based dialogue is a foundation of effective social relations within the workplace. Additionally, social exchange theory indicates that perceived fairness and mutual respect through caller communication resulting to improved loyalty and better productivity (Budeli & Kamwimbi, 2022). As such, to secure better performance, leaders should foster a work environment marked by open dialogue and open communication.

Finally, the respondents were asked on whether they felt that the shared information was relevant to them. Majority of the respondents felt that the information shared by public universities is relevant with 45% agreeing while 19% strongly agreed with the statement. 18% remained neutral while 12% disagreed and 6% strongly disagreed with the relevance of information shared. With a mean score of 3.8(SD=0.9), the findings indicate that shared information by public universities in Nairobi County is valued by their employees. These findings reinforce the stipulations by Vroom's expectancy theory whereby clear communication of institutional goals and what is expected from individuals leads to the development of a stronger link between effort and reward which enhances job performance (Munialo, 2019). Carrying out social dialogue effectively as such is critical in sustaining high employee performance.

Based on the findings above, it can be concluded that there exists a strongly positive perception of social dialogue among employees particularly with regards to the trust and satisfaction acquired during negotiation, consultation and evaluating of transparency in information

exchange. All the elements had a mean score of 3.5 and above with a number exceeding 3.8 illustrating that effective social dialogue practices and mechanisms has a positive influence on employee performance. As illustrated by Jonasson (2016), effectiveness in social dialogues helps in developing a collaborative workplace culture which enhances problem solving, improved satisfaction as well as foster trusts. These are critical in improving productivity of the employees and the effectiveness within public universities in Nairobi County. The findings align with the assertions by Keune (2015) who indicate that effective social dialogue results in a collaborative work culture which is critical in promoting problem solving, trust and job satisfaction among employees. Further Nzioka (2015) and Kiran and Dhaliwal (2022) carried empirical studies which linked social dialogue with institutional performance across different sectors and cultural setting. Moreover, the study's application to theoretical frameworks offers an in-depth understanding of the relevance of social dialogue with regards to mutual benefits and reciprocity, motivation role of transparent rewards, importance of meeting workplace conditions and the need for adaptive leadership through inclusive communication (Jónasson, 2016; Purwohedi, 2019; Munialo, 2019; Bashir, 2020; Budeli & Kamwimbi, 2022). Based on this, the study concludes that public universities need to cultivate robust social dialogue practices in boosting employee morale, employee motivation and overall employee performance.

4.4.3 Collective Bargaining and Employee Performance

The study investigated the factors influencing the employee performance of public universities in Nairobi County. The third objective of the study was to identify the effects of collective bargaining on the performance of employees in public universities in Nairobi County, Kenya. In

response to this, the respondents were required to indicate their level of agreement with various aspects of working conditions and employee performance where a scale of 1 to 5 was provided such that 5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree. The results are summarized in table 13 below.

Table 13 Collective Bargaining

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Wages have increased via CBAs	7%	10%	20%	45%	18%	3.6	1.0
Wages exceed minimum	10%	13%	18%	40%	19%	3.5	1.1
Satisfied with wages via CBAs	8%	11%	22%	41%	18%	3.4	1.2
Covered by insurance	6%	10%	16%	44%	24%	3.9	0.9
More paid holidays/leave	5%	8%	15%	50%	22%	4.0	0.8
Receive overtime pay	7%	12%	19%	43%	19%	3.7	1.0
Flexible employment terms	6%	11%	17%	46%	20%	3.8	0.9
Given time off work	4%	9%	18%	47%	22%	3.9	0.8
Satisfied with employment terms	5%	10%	20%	48%	17%	3.7	0.9

In understanding the influence that collective bargaining has on employee performance within public universities in Nairobi County, a number of aspects of collective bargaining were investigated including wages, benefits as well as terms of employment.

4.4.3.1 Wages and Financial Incentives

First, respondents were asked on whether their wages had changed and increased through collective bargaining agreements (CBAs). Majority agreed that wages have increased through CBA with 45% agreeing while 18% strongly agreed with the statements. However, 20% of the participants were neutral while 10% disagreed while 7% strongly disagreed with the statements. With a mean of 3.6 (STD=1.0), the findings indicate that there is a moderate to strong believe that CBAs contributed to improved financial remunerations. As illustrated by Nneka (2019), satisfaction with financial remuneration is a critical factor affecting the motivation and performance of employees. Further, the findings align with social exchange theory which holds that employees are motivated when the perceived rewards are outweighed by the costs. Achot and Kithinji (2021) indicate that improved financial outcomes which are attained through CBA function are part of the extrinsic reward which engages employee commitment and satisfaction. Additionally, Vroom's expectancy theory support this arguing that when employees hold that their performance is valued through wage increases for instance, they are more motivated in performing better.

Further they were asked on whether wages exceeded the minimum wage. Majority strongly agreed that their wages exceeded the legal minimum wages as a result of the CBAs with 40% agreeing while 19% strongly agreed that wages exceed minimum wage set by the government while 18% remained neutral. Only 13% disagreed and 10% strongly disagreed that wages did not exceed minimum wages as a result of the CBAs. With a mean of 3.5 (SD=1.1) and a notable 23% disagreeing with link between CBAs and minimum wage, the perceived benefit is not strongly consistent across the board. This divergence demonstrates the inconsistency in perceived benefits in different institutions. This is likely due to the differences in the negotiation

outcomes or the institutional implementation. These findings are confirmed by the findings of Nana (2017) who indicates that participatory structures in collective bargaining are necessary as they influence the perceptions by employees. Through participation, the employees are likely to feel valued and be more appreciative of the benefits accorded to them.

The respondents were asked on whether they were satisfied with the wages achieved through the CBAS. Majority of the participants expressed satisfaction with 41% agreeing while 18% strongly agreed with the statement. A significant percentage were neutral at 22% while 11% disagreed and 8% strongly disagreed illustrating their dissatisfaction with the wages established through the CBAs. The mean score was 3.4 (SD=1.2) with these findings illustrating a need to improve the negotiations on wages to meet the expectations of the employees. The findings illustrate a gap in the expectations of employees and the actual outcome of the CBA negotiations illustrating the need for more dialogue. As pointed out in the drive-reduction theory, unmet needs such as inadequate remuneration results to psychological discomfort which reduces motivation. Therefore, it is critical to ensure that the CBA negotiations meets the needs of the employees as it significantly influences their performance.

4.4.3.2 Non-Monetary Benefits

the second aspect of collective bargaining investigated was on the benefits by employees and insurance coverage. Majority of the participants agreed and strongly agreed at 68% that they were covered by insurance as a result of the CBAs. This is against 10% who disagreed and 6% who strongly disagreed that coverage by insurance was a result of the CBAS. However, the item had a

relatively high mean score of 3.9(SD=0.9) illustrating that employees felt secured with their well-being considered resulting to improved job satisfaction and a reduction in absenteeism. Employees hold the perception that CBA support employee well-being and as such have higher job satisfaction and reduced cases of absenteeism. This outcome is supported by existing evidence which illustrates link between satisfaction and improved employee wellness through union-led negotiations and discussions (Armstrong & Taylor, 2014; Munganyinka, 2015). Through the CBA negotiations, employees feel that their needs and well-being are given priority which positively impacts their well-being.

Further, the respondents were asked on whether CBAs resulted to more paid holidays and leave days. This was one of the items that had the highest agreements with 50% agreeing and 22% strongly agreeing that CBAS had resulted to more paid holidays and leave days. Only 8% disagreed and 5% strongly disagreed that CBAs led to more paid holiday and leave with only 15% remaining neutral. With a mean of 4.0(SD-0.8), the findings indicate that CBAs had a significant improvement in paid holiday and leaves leading to improved work life balance. This aligns with contingency theory which put importance on aligning leadership and organisational practices with the needs in a particular context (Mukiira et al., 2020). As stipulate by Munganyinka (2015), improved work life balance has a positively link to improved productivity and overall performance. Finally, the respondents were asked on whether received overtime pay. Majority of the respondents at 43% agreement and 19% strongly agreeing that they received overtime pay. This is against 12% who disagreed and 7% who strongly disagreement that they received overtime pay. With a mean score of 3.7(SD-1.0), the findings indicate that compensation for extra work was provided. Gyesie (2017) illustrates that compensating

employees for their additional work promotes fairness motivating the employees to be highly productive whether within normal working hours or outside the working hours.

4.4.3.3 Employment Terms and Flexibility

The third aspect of CBAs investigated was on employment terms and flexibility. Majority of the employees illustrated that they enjoyed flexible terms as a results of the CBAs with 46% agreeing and 20% strongly agreeing that they enjoyed flexible employment terms from the CBAs. 17% were neutral while 11% disagreed and 6% strongly disagreed that CBAs resulted to flexible terms of employment. With a mean of 3.9 (SD=0.8), the findings reveal that public universities had flexible work arrangements as a result of CBAs. As a result of flexibility at work, Armstrong and Taylor (2014) indicate it can reduce the stress of employees promoting their improved performance. This is when both their personal and professional needs are balanced effectively. When asked on whether they were given time off work, the respondents agreed that as a result of the CBAS, they enjoyed time off work at 47% and 12% agree and strongly agreed respectively. 9% however disagreed while 4% strongly disagreed that CBAs led to the giving time off work. With a mean of 3.9(SD=0.8), time off is considered to be an acknowledged outcome resulting from CBAs. Munganyinka (2015) states that flexibility in workplace is critical in securing the satisfaction of employees which is positively linked to employee performance. Finally, the respondents were asked on their satisfaction with employment terms. Majority of the participants indicated that they were satisfied with their terms of employment with 48% agreeing while 17% sternly agreed while 20% of the participants remained neutral. However, 10% of the participants disagreed while 5% strongly disagreed that they were satisfied with their terms of employment. With a mean of 3.7(SD=0.9), the findings indicate that CBAs negotiations led to satisfying employment terms. The overall satisfaction of

employees is positively linked with not only commitment but retention as well as increased performance (Munialo, 2019). In conclusion, the findings indicate that employees in public universities in Nairobi County agreed that financial incentives such as wages and overtime pay as well as non-monetary benefits including leave days, flexibility and insurance were positively impacted by collective bargaining resulting in high satisfaction levels.

4.4.4 Conflict Resolution and Employee Performance

The study investigated the factors influencing the employee performance of public universities in Nairobi County. The fourth objective of the study was to identify the effects of conflict resolution on the performance of employees in public universities in Nairobi County, Kenya. In response to this, the respondents were required to indicate their level of agreement with various aspects of working conditions and employee performance where a scale of 1 to 5 was provided such that 5 = strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree. The results are summarized in Table 14 below.

Table 14 Conflict Resolution

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Institution uses negotiation	5%	8%	17%	50%	20%	3.8	0.9
Negotiation reduces delays	4%	7%	18%	51%	20%	3.9	0.8
Negotiation improves relationships	6%	9%	15%	52%	18%	4.0	0.8
Culture of Joint Consultation	7%	11%	17%	47%	18%	3.7	0.9
Commitment has improved	5%	9%	16%	49%	21%	3.8	0.9
Encourages respect and openness	4%	10%	18%	48%	20%	3.9	0.8
Institution uses Mediation	5%	9%	19%	47%	20%	3.6	1.0
Mediation has reduced conflicts	6%	10%	18%	46%	20%	3.7	0.9
Satisfied with Mediation	6%	11%	20%	45%	18%	3.8	0.9

Various aspects of conflict resolutions were investigated with the respondents asked to inform the study on their perspectives on use of negotiation and mediation practices in resolving conflicts.

4.4.4.1 Use and Effectiveness of Negotiation

The first aspect investigated is on the use and effectiveness of negotiation. When asked on whether institutions use negotiation, majority of the participants agreed at 50% while 20% strongly agreed on the statement. However, 17% remained neutral while a minority disagreed at 8% while 5% strongly disagreed on the use of negotiations by the institutions. With a mean of 3.8(SD=0.9), the findings indicate that there was a strong support by the employees on the use of negotiation as a conflict resolution tool. This aligns with the position of Bore (2023) who

indicate that negotiation is a formal conflict resolution commonly used by organisations. This supports existing literature which positions negotiation as a core, formal conflict resolution mechanism used within organizations (Deutsch, Coleman & Marcus, 2011). In public universities across Nairobi County, negotiation appears to be a common and institutionalized approach to managing conflicts. The findings imply that the use of negotiation within public universities in Nairobi County is common. The findings also align with the stipulation of the social exchange theory which make the agreement that positive workplace exchanges including open negotiation lead to enhanced trust and reciprocity among employees. Employees are much more likely to support conflict resolution mechanisms when they think that they are fair and lead to mutual benefits. As a result, a sense of equality is promoted which fosters commitment and loyalty to the organisations. Further, use of negotiation in conflict resolution aligns with vroom expectancy theory which indicate that employee motivation is affected by the expected outcomes of their actions. Ongiri et al. (2024) indicate that when employee see negotiation as leading to tangible outcomes such as conflicts being resolved and smoother engagement at the workplace, their belief in its effectiveness is enhanced, which motivates their engagement and support of conflict resolution processes.

Further, the respondents were asked whether negotiations reduce delays, with the majority agreeing that it does at 51%, while 20% strongly agreed with the statement. However, 18% remained neutral while 7% disagreed and 4% strongly disagreed that negotiation lead to a reduction in delays. With a mean score of 3.9(SD=0.8), the findings indicate that employees consider negotiation as an effective approach to reducing bureaucratic and operational delays within the workplace. As a result of its use, there is improved institutional efficiency, which positively affects performance as it reduces levels of work-related stress. The reduction in stress

among employees and better workflow is linked to drive-reduction theory which suggests that individual is motivated to engage in actions that reduce psychological internal tensions (Lee, 2014). Through a less conflict ridden work environment, the psychological stress of the participants is reduced which enhances their performance.

When asked whether negotiation led to improved relationships and engagement, most respondents agreed at 52%, while 18% strongly agreed with the statement. Only 15% remained neutral, while 9% disagreed and 6% strongly disagreed that negotiations had improved relationships. With a high mean score of 4.0(SD=0.8), the findings reveal that in addition to resolving disputes within the workplace, the use of negotiation improved relationships within public universities. This likely led to better collaboration among staff and improved teamwork, resulting in improved employee performance. Literature supports this by linking negotiation with enhanced communication, trust-building, and teamwork (Furlong, 2005), vital for sustained performance.

4.4.4.2 Institutional Culture and Commitment

The second aspect of conflict resolution investigated was the institutional culture and commitment within public universities in Nairobi County. The respondents were asked to comment on the culture of joint consultations within the institutions, with the majority indicating that they agreed with this at 47%, while 18% strongly agreed on using joint consultations. However, 17% were neutral on the same, with 11% disagreeing, while 7% strongly disagreed with institutions having a culture of joint consultations. With a mean score of 3.7(SD=0.9), the findings reveal that while joint consultation is practiced, its practice varies across the institutions. According to Social Exchange Theory, such collaborative cultures signal respect and mutual investment, encouraging staff to reciprocate with loyalty and higher performance (Keune, 2015).

Where joint consultation is strong, the relational contract between employer and employee is reinforced.

The respondents were asked whether they had noticed any improvement in the public institutions, majority of the respondents agreed, with 49% agreeing, while 21% strongly agreed that commitment had improved. However, 16% remained neutral, while 9% disagreed and 5% strongly disagreed. With a mean score of 3.8(SD=0.9), the findings indicate an increased commitment by public institutions to resolving conflicts. This supports the stipulations of Vroom's expectancy theory, with institutional actions taken as effective in increasing the expectations for future success, which then motivated continued engagement and motivation.

The respondents were asked to comment on the respect and openness within the public universities in Nairobi County, with 48% agreeing that institutions encouraged respect and openness while 20% strongly agreed. 18% remained neutral, while a minority at 10% disagreed, and 4% strongly disagreed. With a mean score of 3.9(SD=0.8), the findings demonstrate that processes in conflict resolution, such as negotiation, lead to better inclusion and fairness factors widely reported in the literature as critical to performance (Kraybill, 2005; Robbins & Judge, 2017). This leads to enhanced commitment and engagement in their roles and responsibilities. As illustrated by Bashir (2020), driven reduction theory indicates that a transparent and inclusive environment reduces tensions in the workplace, which enhances the mental well-being of the employees. This results in improved productivity and loyalty to the organizations.

4.4.4.3 Use and Satisfaction with Use of Mediation

The final aspect of conflict resolution investigated was the employment of Mediation in resolving conflicts. The respondents were asked whether institutions used Mediation, with the majority agreeing at 47% while 20% strongly agreed on its use in conflict resolution. 19% were

neutral, 9% disagreed, and 5% strongly disagreed that Mediation was employed. With a mean score of 3.6(SD=1.0), the findings indicate that Mediation is less institutionalized than negotiation but is still commonly used and recognized in resolving conflicts. The findings align with the stipulations of drive reduction theory on how medication fostering a harmonious environment is conducive to work due to reduced stress levels and emotional stability (Gorny, 2017). According to Wall and Dunne (2012), Mediation offers a structured, third-party-facilitated platform for conflict resolution that can be especially beneficial in hierarchical organizations. The respondents were asked whether they thought Mediation was effective in reducing conflicts. 46% agreed that it did, while 20% strongly agreed on its effectiveness. 18% were neutral on its use, while 10% disagreed and 6% strongly disagreed on its effective use. With a mean score of 3.7(SD=0.9), the findings indicate that employees feel Mediation has effectively reduced conflicts. This supports research indicating that Mediation reduces tension and fosters a more harmonious work environment (Moore, 2014), allowing employees to focus on their roles. A reduced conflict environment promotes harmony in the workplace, leading to improved performance as staff focus on work.

Finally, the respondents were asked whether they were satisfied with how Mediation was employed in their institutions. 45% were satisfied, while 18% were very satisfied, and they strongly agreed with Mediation. However, 20% remained neutral while, 11% disagreed, and 6% strongly disagreed that they were satisfied, illustrating their dissatisfaction with how Mediation was employed. With a mean score of 3.8 (SD=0.9), the findings indicate that employees are satisfied with using Mediation in the workplace. This reflects contingency theory, as the flexible application of Mediation aligns with different departments or institutions' varying needs and contexts, leading to context-sensitive effectiveness. Ongiri et al. (2024) support these findings by

noting that Mediation fosters workplace stability, enabling employees to feel heard and supported—a key tenet of social exchange theory, where perceived support from institutions cultivates reciprocal dedication and enhanced performance. These findings mirror the conclusions of Umana (2019), who emphasized that effective Mediation improves employee perceptions of fairness and support, thereby contributing to improved decision-making and performance.

In conclusion, conflict resolution is critical for employee performance. The findings reveal that negotiation and mediation are critical mechanisms to develop an environment that supports employee performance. This is achieved through reduced deals and workplace tensions, which allow employees to focus entirely on their tasks and responsibilities. Further, it leads to improved interpersonal relationships and workplace culture, resulting in collaboration, trust, and improved morale. Further, the conflict resolution mechanism increases institutional commitments and satisfaction, critical in securing productivity and retention. The majority of the variables and elements scored a mean of between 3.6 and 4.0, illustrating a consistent positive perception of how conflict resolution ensures a harmonious and performance-focused work environment. The findings demonstrate that conflict resolution strategies such as negotiation and Mediation significantly enhance employee performance in public universities in Nairobi County. These strategies reduce operational inefficiencies and foster collaboration, job satisfaction, and organizational commitment. Aligned with prior studies (Ahot & Kithinji, 2021; Agusioma, 2019; Tumwebaze et al., 2020), this study reinforces the critical role of conflict resolution in sustaining a productive and cohesive workforce. Therefore, institutions should continue to invest in formal conflict resolution frameworks to promote performance and long-term organizational success.

4.4.5 Thematic Analysis

Based on the responses received from the participants, there are a number of recurring themes identified. When asked additional working conditions influencing employee performance in public universities in Kenya, the participants identified inadequate remuneration and delays in salaries. Participant A states:

“Delayed salaries affect our ability to plan financially, which in turn causes stress and lack of motivation.”

The amount of salaries was also raised with concern expressed that it was inadequate to meet their daily expenses and secure financial stability. This is often made worse by the frequent delays which significantly reduce their morale as well as productivity. The findings align to a study carried out by Mwathe et al. (2017) who stated that job satisfaction in Kenyan public universities was low with this significantly contributed by the delays in payments leading to absenteeism and low output. While this is known to be an issue in public universities, financial management reforms have been slow illustrating a failure in institutional accountability mechanisms.

Further, the participants indicated poor physical infrastructure as an issue they face in the workplace. Inadequate office space, equipment that were outdated and poor maintenance of infrastructures created a poor working environment as stated by Participant D:

“Lack of proper facilities such as working computers and internet hinders our efficiency. We cannot compare with our colleagues working in private institutions.”

As a result of the poor working environment, the motivation and satisfaction of the employees in public universities in Nairobi county was negatively influenced. Mulunda et al. (2018) illustrates

the deteriorating physical infrastructure in majority of public universities in the country which then negatively impacts the performance and satisfaction of both staff and students. There is a prioritization of expansion over maintenance which have led to overburdened resources resulting to lack of sustainability. Thirdly, the participants raised the issue of limited opportunities for career growth which greatly demotivated them as pointed out by Participant B:

“Growth is limited here. There’s no transparency in promotion, and training programs are often biased or unavailable.”

The participants felt that there were no opportunities for career growth and the limited opportunities which rise were not appropriately provided for employee with biases and unfair approaches used. Existing evidence indicates that professional development is positively linked to satisfaction of employees’ retention (Munialo, 2019). While the Commission for University Education put emphasizes on continuous professional development, its implementation at the institutional level remains inconsistent and often influenced by politics. The review of opened ended response confirms that working conditions including pay, professional development and infrastructure influence employee performance n Kenyan public universities.

When asked on the influence of social dialogue on employee performance, the participants identified a number of elements. First, the responses indicate that inclusive communication and negotiation can help in demystifying institutional changes which leads to better acceptance of the changes. Participants E states:

“When management involves us in decision-making, we feel more informed and less suspicious about changes.”

Further, when they are engaged and involved in decision making, major conflicts have been avoided. This results from timely consultations which leads to desired outcomes and agreements between the parties. Participants D explains:

“When regular consultative forums are introduced, we haven’t had a strikes or conflicts. People are able to voice issues early.”

Social dialogues as such is a critical element in eliminating and avoiding preventable disagreements and conflicts. Thuo and Wambugu (2022) underscores that appropriate social dialogue through consultation, negotiation and information exchange leads to improved productivity, workplace harmony and governance. However as pointed out by Ongiri et al. (2024), in Kenya while these are policies supporting dialogue, implementation in public institutions are inconsistent. The participants also pointed out that participatory discussions lead to higher and in-depth engagements and a stronger commitment to the organisations as they feel a sense of belonging to the university. However, it was clear that consultation is selective within the public universities as pointed out by Participant F:

“Consultation is selective. Not all departments are treated the same, and some leaders just ‘inform’ rather than ‘consult’.”

Response pointed to tokenisms where the dialogue mechanisms are in place formally but are not implemented adequately or are manipulated to suit the leadership. This aligns with the stipulations of Thuo and Wambugu (2022) who state that Kenyan institutions are faced with challenges of poor implementation and superficial consultation which reduces the effectiveness of social dialogue. Fairness and inclusivity need to be incorporated in social dialogue for it to have positive impact on employee performance.

The responses indicated that collective bargaining influences employee performance in a number of ways. First, the participants felt that it improved job satisfaction and their morale as illustrated by Participant B:

“Collective bargaining agreements (CBAs) lead to more equitable treatment, which increases morale and commitment to their work.”

The participant felt that when they felt valued with their grievances addressed through appropriate negotiation channels, they are more committed to the universities and commitment to their work. Further, the responses also illustrated that through negotiation, better terms of employee such as medical benefits, salaries and leave days reduces the turnover intentions. Finally, collective bargaining has led to more structured professional relationships between unions and university management leading to reduced frequency of industrial strikes. Irrespective of these benefits, there are concerns raised by participants on delays in implementation of CBA terms. Participant D holds:

“It is challenging through that in many cases implementation of CBA is delayed by management citing budget constraints or interference from politicians.”

Given these concerns, there is need for improvement on collective bargaining for it to be effective in influencing employee performance positively. Studies have affirmed that collective bargaining improves satisfaction and motivation of employees through better working conditions and pay. However, as indicated by Olungo and Ukpere (2020), there are delays in implementation of terms in public institutions leading to dissatisfaction and conflict. There I need to thus significantly improve collective bargaining and its implementation within public universities in Nairobi county public universities.

Participants expressed that conflict resolution helped in reducing workplace tension and anxiety as can be seen by the response of Participant E:

“When conflicts are resolved quickly and fairly, it lowers stress levels and helps employees focus better on their duties.”

Workplace tensions and anxiety can negatively impact employee performance. This finding aligns with Nana (2017) who state that unresolved conflict causes to stress, burnout as well as disengagement among the university staff. This created a non-conducive work environment leading to reduced performance and productivity. Nduku et al. (2015) recommends having conflict resolution professionals to help in managing and resolving conflict within the institutions. Conflict resolution also enables team collaboration and engagement minimizing disruptions in carrying out roles and responsibilities. Participants H states:

“Timely conflict resolution prevents work stoppages and interruptions to the academic calendar.”

Through conflict resolution approaches such as mediation and joint consultation, dialogues are enhancing and engagement increased. Odhong et al. (2022) states that effectiveness in conflict resolution lead to reduced disruptions in the workplace. For instance, through effectiveness in resolving conflicts, industrial unrests such as strikes are reduced leading to more productivity within the public universities.

4.5 Inferential Analysis

4.5.1 Correlation Analysis

Correlation analysis was carried out to quantify the strengths of the relationship between the variables being investigated. This enabled the study to determine the link between work

conditions, social dialogue, collective bargaining, and conflict resolution on employee performance. The results are summarized in Table 15 below.

Table 15 Correlation Matrix

Variable	Performance (Y)
Work Conditions (X1)	0.612**
Social Dialogue (X2)	0.534**
Collective Bargaining (X3)	0.685**
Conflict Resolution (X4)	0.597**

(** Correlation is significant at the 0.01 level)

As illustrated in the table above, all the correlations are significant at the 0.01 level, indicating that they all had a strong statistical significance regarding the performance of employees.

Collective bargaining had the strongest positive correlations with employee performance at ($r=0.685$). This finding implies that improvements in collective bargaining, such as improving fair wage negotiations and ensuring employee representation, are strongly linked with improved employee performance. This aligns with Gyesie (2017), who emphasized that collective bargaining enhances morale and accountability while promoting industrial democracy and reducing workplace conflict. Mulunda et al. (2018) and Munganyinka (2015) also found that inclusive and participatory bargaining frameworks foster motivation and cohesion, enhancing organizational productivity. Effective bargaining structures are especially vital in public institutions where performance directly influences national development goals (Odhong et al.,

2022). Organizations must, therefore, prioritize transparent and inclusive bargaining mechanisms to boost performance outcomes.

Secondly, the findings reveal a strong positive relationship between work conditions and employee performance ($r=0.612$). When employees perceive their work environment through safety, hours, resources, and comfort as favorable, they tend to perform better. Favorable working environments—adequate resources, physical safety, manageable workloads, and mental well-being—are essential to enhanced employee output. According to Bashir (2020), such environments lead to higher motivation and job satisfaction, while Lee (2014) demonstrated that better conditions reduce turnover and enhance ethical behavior. Studies in both Kenya and Nigeria (Kithuka, 2015; Anasi, 2020; Nduku et al., 2015) reinforce the notion that conducive work conditions, both physical and psychological, are pivotal in maximizing employee effectiveness. This correlation emphasizes the need for organizations to assess and improve their working environments continuously. Therefore, institutions should invest in better physical and psychological work conditions, resulting in better performance.

Thirdly, conflict resolution is also indicated to have a positive correlation with an $r= 0.597$. Effective systems for resolving disputes, grievances, and misunderstandings improve employee performance. Organizations that establish fair, transparent, and timely systems for resolving grievances create a work climate of trust and cooperation, which enhances morale and productivity. As Nneka (2019) and Achot & Kithinji (2021) observed, effective conflict resolution fosters goal alignment and team cohesion, which is essential for sustaining performance. Evidence from Uganda, South Sudan, and Kenya further illustrates that proactive conflict resolution strategies reduce disruptions and support continuous workflow and

institutional stability (Tumwebaze et al., 2020; Agusioma, 2019). A fair, timely, and transparent conflict resolution framework allows an institution to maintain morale and productivity.

Finally, the study findings reveal a moderate to strong correlation with social dialogue, weaker than the other elements that influence employee performance. Communication between employees and their employers through forums, participation in decision-making, and feedback mechanisms positively influence performance. Therefore, institutions can foster improved employee performance by encouraging open dialogue, trust, employee satisfaction, and collaboration. Based on the findings, collective bargaining is the most influential factor in influencing the performance of employees. This aligns with the arguments by Amboka (2023) that strong industrial relations practices, particularly with bargaining and working conditions, significantly influence employee performance. While social dialogue had a moderate to strong positive correlation with employee performance ($r = 0.534$), the relationship was slightly weaker than the other variables. Nonetheless, this finding is still meaningful. Social dialogue facilitates inclusive decision-making, feedback mechanisms, and trust-building between employers and employees. According to Budeli & Kamwimbi (2022), effective social dialogue enhances workplace legitimacy and protects against discriminatory practices. However, as noted by Keune (2015) and Nzioka (2015), challenges such as resource constraints and policy limitations can hinder the effectiveness of tripartite or bipartite dialogue, especially in developing countries. This underscores the importance of strengthening institutional frameworks and transparency in social dialogue processes to realize their potential to boost performance fully.


In summary, the correlation analysis confirms that all four dimensions of industrial relations—collective bargaining, working conditions, conflict resolution, and social dialogue—significantly influence employee performance. Collective bargaining emerged as the most influential factor,

corroborating Amboka’s (2023) assertion that robust industrial relations practices are critical to performance outcomes. These findings underscore the importance of institutionalizing fair labor practices, creating enabling work environments, and fostering effective communication and conflict management systems. These elements offer a strategic pathway for enhancing productivity and achieving organizational goals, particularly within the public sector context of Nairobi County, Kenya.

4.5.2 Regression Analysis

A model was developed through regression analysis to establish the relationship between the dependent variable, employee performance, and the independent variables included in the study. The results of the model are summarized in Table 16 below.

Table 16 Model Summary



Model	R	R ²	Adjusted R ²	F-statistics
1	0.753	0.5567	0.561	72.46 (p<0.001)

The multiple correlation coefficient (R) is determined to be R= 0.753, which illustrates a strong overall correlation between the independent variables and employee performance. The coefficient of determination R² = 0.5567. This indicates that work conditions, social dialogue, collective bargaining, and conflict resolution explain 55.67% of the variation in employee performance. The adjusted R² = 0.561 illustrates that when adjusted to the number of predictors, the results reinforce the reliability of the model and the goodness of fit. Finally, the F-statistic (72.46, p < 0.001) illustrates that the model is statistically significant, whereby at least one of the independent variables significantly predicts employee performance.

In addition to the correlation analysis discussed above, a multiple regression analysis was conducted to assess the factors influencing employee performance. This is summarized in Table 17 below.

Table 17 Linear Multiple Regression Analysis

Variable	B	Std. Error	Beta	t-value	Sig.
Constant	1.205	0.281	—	4.288	.000
Work Conditions (X1)	0.226	0.054	0.231	4.185	.000
Social Dialogue (X2)	0.193	0.066	0.189	2.924	.004
Collective Bargaining (X3)	0.314	0.049	0.329	6.408	.000
Conflict Resolution (X4)	0.208	0.058	0.215	3.586	.000

Based on this, the following is the regression equation:

$$Y = 1.205 + 0.226X_1 + 0.193X_2 + 0.314X_3 + 0.208X_4 + \varepsilon$$

Collective bargaining has the most substantial positive influence on employee performance, where it has the highest beta=0.329 and t=6.408, illustrating that it is the most impactful predictor. Work conditions and conflict resolutions also significantly and positively impact employee performance, with beta=0.231 and 0.215, respectively. Social dialogue has the smallest beta coefficient of 0.189 but is still considered to have statistical significance given its p=0.004. All variables are considered to have statistical significance at $p < 0.01$, illustrating that they all substantially contribute to the model.

4.5.3 Discussion

This study examined the impact of four key dimensions of industrial relations—work conditions, social dialogue, collective bargaining, and conflict resolution—on employee performance in public universities in Nairobi County, Kenya. The findings, grounded in multiple regression analysis, reveal that all four variables significantly contribute to explaining variations in employee performance, with a combined explanatory power of approximately 56.7%. These results offer empirical validation for the theoretical assumptions drawn from Social Exchange Theory, Contingency Theory, Vroom’s Expectancy Theory, and Drive-Reduction Theory and align well with existing literature from both local and international contexts.

Work conditions emerged as a significant predictor of employee performance ($\beta = 0.231, p < 0.001$). This finding underscores the importance of the physical and psychological work environment in shaping employee behavior and outcomes. As previous studies by Bashir (2020) and Kithuka (2015) emphasized, employees are more likely to perform better when they operate in environments conducive to health, safety, and well-being. Moreover, Anasi’s (2020) study on Nigerian academic librarians similarly concluded that job satisfaction and performance are intimately tied to workload, environmental factors, and the clarity of task structures. These results highlight the critical role public universities must play in ensuring that their employees are provided with the necessary infrastructure and supported through fair workload distribution, compensation, and opportunities for rest and recuperation. Moreover, this supports the tenets of drive-education theory, which posits that employees are motivated to reduce discomfort and stressors in their environment, influencing their productivity and satisfaction.

Among all independent variables, collective bargaining had the highest standardized coefficient ($\beta = 0.329$, $t = 6.408$), making it the most influential predictor in the model. This result resonates with the assertions of Gyesie (2017), Munganyinka (2015), and Mukiira et al. (2020), who identified collective bargaining as a mechanism that improves morale, enhances equity and cultivates a sense of organizational justice. Through collective bargaining, employees are granted a platform to voice concerns, negotiate terms of employment, and influence organizational policies, all of which are linked to enhanced motivation and accountability. This finding also supports Social Exchange Theory, which emphasizes the reciprocal relationship between employer and employee. When institutions support bargaining mechanisms that ensure fair treatment, employees are more likely to respond with increased loyalty, effort, and commitment to organizational goals. The implication here is that for public universities to improve performance, they must actively engage in inclusive and transparent collective bargaining processes, ensuring that the outcomes resonate with employees' values and expectations.

Conflict resolution was also a significant predictor of employee performance ($\beta = 0.215$, $p < 0.001$). This aligns with studies by Nneka (2019), Achot and Kithinji (2021), and Tumwebaze et al. (2020), which highlighted that institutions with robust conflict resolution mechanisms experience higher levels of cohesion, commitment, and goal alignment. In environments as diverse and dynamic as universities, conflict is inevitable. However, how these conflicts are significantly managed influences whether the outcomes will be destructive or constructive. Effective conflict resolution practices—such as Mediation, arbitration, and participatory dialogue—preserve professional relationships and enhance trust in institutional leadership. This is particularly crucial in Kenya's public sector, where industrial unrest has been historically linked to unresolved disputes and inadequate communication frameworks. Therefore, by

institutionalizing structured conflict management systems, public universities can mitigate workplace tensions and foster an environment conducive to high performance.

Social dialogue recorded the lowest beta coefficient among the predictors ($\beta = 0.189$, $p = 0.004$), yet it remained statistically significant. This suggests that while social dialogue contributes to employee performance, its impact is more modest than the other variables. This nuanced finding aligns with Budeli and Kamwimbi (2022), who assert that when effectively implemented, social dialogue can promote equality, fairness, and legitimacy in workplace governance. However, structural and institutional challenges often hinder its real-world impact, particularly in countries where labor ministries face resource constraints or lack political will. As Nzioka (2015) observed in the Kenyan context, although tripartite dialogues exist, they are often ineffective due to the Ministry of Labour's lack of capacity and transparency. Moreover, the finding by Lee and Rolee (2015) that overly militant union actions can destabilize performance introduces an important caveat: not all forms of dialogue yield positive outcomes. Hence, while social dialogue remains essential, its effectiveness depends on how well state institutions support it, how genuinely stakeholders engage, and whether the outputs are actioned upon.

The model's R^2 of 0.5567 indicates that the four independent variables explain 55.67% of the variance in employee performance. This is a strong indication of model fitness, especially within social sciences, where explained variance is typically lower due to the complexity and subjectivity of human behavior. The adjusted R^2 of 0.561 further validates the model's robustness after accounting for the number of predictors, enhancing confidence in its generalizability. However, it is essential to acknowledge that 44.33% of the variance in employee performance remains unexplained. This suggests that other factors—such as leadership

style, employee training, organizational culture, career development opportunities, or technological infrastructure—may also play significant roles. Future research could further integrate these variables to enrich the model and provide a more holistic understanding of what drives employee performance in public universities.



CHAPTER FIVE

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This is the final chapter in this study which gives the summary of the findings, discussion, conclusion and recommendations of the study based on the objective of the study and suggestions for further findings. It comes after identifying the background, problem at hand and the objectives in chapter one, literature review was done in chapter two, chapter three set out the methodology that the study used to collect data and chapter four analyzed the data obtained from the study. The chapter finally presents the suggestions for further studies. The study sought to identify the effects of work conditions on performance of employees in public universities in Nairobi County, Kenya; to examine the effects of tripartite/social dialogue on performance of employees in public universities in Nairobi County, Kenya; to determine collective bargaining effects on employees' performance in public universities in Nairobi County, Kenya; to investigate conflict resolution effects on performance of employees in public universities in Nairobi County, Kenya.

5.2 Summary of Results Findings

This study investigated the relationship between industrial relations mechanisms and employee performance in public universities in Nairobi County, Kenya. Specifically, it assessed how work conditions, social dialogue, collective bargaining, and conflict resolution influence the performance of university employees. A total of 312 valid responses were analyzed using multiple linear regression, producing insightful results that contribute both theoretically and

practically to the discourse on labor relations in academic institutions. The model demonstrated a good level of explanatory power, with an R^2 value of 0.5567, indicating that approximately 55.67% of the variation in employee performance can be explained by the four predictors included in the model. This is a robust result, especially in the field of human and organizational behavior, where numerous factors influence outcomes.

Collective bargaining emerged as the most significant predictor of employee performance. With a standardized beta coefficient of 0.329 and a strong t-value ($t = 6.408$), this variable demonstrated a considerable influence on performance outcomes. This underscores the role of fair and structured negotiation mechanisms in enhancing motivation, fairness, and accountability among employees. Work conditions also significantly predicted employee performance ($\beta = 0.231, p < 0.001$), highlighting the importance of the physical, psychological, and organizational environment. This supports previous research that good working conditions reduce stress and increase productivity. Conflict resolution was another statistically significant variable ($\beta = 0.215, p < 0.001$). This finding suggests that organizations that effectively resolve workplace conflicts are better positioned to maintain employee morale, cooperation, and overall performance. Lastly, social dialogue, while statistically significant ($\beta = 0.189, p = 0.004$), was the least influential of the four variables. Though it has a positive effect, the smaller coefficient implies that its practical influence on performance is more limited compared to the other variables. Nevertheless, it remains an essential part of organizational communication and governance.

In summary, all four dimensions of industrial relations studied—work conditions, social dialogue, collective bargaining, and conflict resolution—were found to have a significant and positive impact on employee performance. Among them, collective bargaining had the strongest

influence, followed by work conditions and conflict resolution, with social dialogue having a more modest effect. These findings align with the theoretical framework employed in the study, particularly Social Exchange Theory, Vroom's Expectancy Theory, and Drive-Reduction Theory. They affirm that supportive, fair, and inclusive industrial relations environments are fundamental to achieving higher levels of employee performance. The insights gained provide a strong foundation for policy interventions and institutional reforms aimed at improving labor relations and productivity in Kenya's higher education sector.

5.3 Conclusion

The purpose of this study was to investigate how industrial relations practices—namely work conditions, social dialogue, collective bargaining, and conflict resolution—affect employee performance in public universities within Nairobi County, Kenya. Among the variables assessed, collective bargaining emerged as the most critical factor influencing performance. Its significance indicates that employees value structured, fair, and transparent negotiation processes. This process enables employees to feel heard, valued, and respected, contributing to improved morale and commitment. When employees believe that their grievances are addressed and their interests represented, they are more likely to reciprocate with higher levels of effort and productivity. Work conditions also played a significant role, reinforcing the idea that physical and psychological work environments greatly affect how well employees can perform their duties. Poor lighting, unsafe conditions, heavy workloads, and lack of resources can be demotivating, while supportive environments increase job satisfaction and efficiency. This aligns with well-established organizational behavior theories, which emphasize the relationship between environmental stimuli and worker output.

Conflict resolution was another vital factor in shaping performance. In environments such as public universities, which are often complex and prone to disputes due to their hierarchical and multifaceted nature, effective conflict resolution mechanisms are crucial. The ability of an institution to manage and resolve disputes amicably fosters a sense of trust and psychological safety among staff. Although social dialogue was the least influential of the four variables, it still had a statistically significant impact on performance. This finding implies that while dialogue and communication between management and employees are important, their impact may be diminished if not backed by tangible policy changes or institutional support. Nevertheless, it serves as a vital component in fostering a culture of inclusivity and mutual respect. Overall, the findings of this study affirm the centrality of industrial relations in enhancing employee performance in Kenya's public university sector. The combined explanatory power of the four variables suggests that institutional performance is not solely a function of individual competence or resources but is also shaped by the quality of relationships, fairness of processes, and responsiveness of institutional systems.

5.4 Recommendations

5.4.1 Recommendations for Practice

Given that collective bargaining had the most significant impact on employee performance, public universities should invest in strengthening their bargaining structures. This involves ensuring that collective agreements are not only negotiated fairly but also implemented in a timely and transparent manner. University management should engage staff unions constructively, recognize their role in organizational governance, and avoid adversarial approaches that lead to industrial unrest. Government support in facilitating fair and binding negotiation frameworks is also essential. Universities should prioritize the improvement of both

physical and psychosocial work environments. This includes modernizing infrastructure, ensuring ergonomic workspaces, reducing workload burdens, and providing access to mental health and wellness programs. The availability of adequate teaching and research resources, fair compensation, and supportive supervisory structures should be standard practice to ensure employees are motivated and empowered to perform at their best.

Conflicts are inevitable in complex organizations, but how they are managed significantly affects staff morale and performance. Universities should develop formal conflict resolution mechanisms, such as mediation units, grievance handling procedures, and ombudsperson roles. Training university managers and department heads in conflict management techniques can also reduce tensions before they escalate. Encouraging open communication and offering safe spaces for expressing concerns will foster trust and minimize performance-disrupting disputes. While social dialogue was the least influential factor, it remains a crucial element in fostering mutual understanding and collaboration. Universities should establish regular forums for employee engagement, town hall meetings, and departmental consultative committees. These structures should go beyond tokenism and result in actionable policy changes based on employee input. Transparency in decision-making and feedback loops are essential for making dialogue meaningful.

5.4.2 Recommendations for Future Research

While this study provides valuable insights into the role of industrial relations in shaping employee performance in public universities, several areas remain open for further exploration. This study focused exclusively on public universities within Nairobi County. To improve generalizability, future research should include institutions from other counties and compare

findings across different regions. Additionally, including private universities can reveal whether similar dynamics hold in less bureaucratic and differently managed institutions. A comparative analysis could provide insights into how institutional context affects the role of industrial relations. Although the study accounted for 55.67% of the variance in employee performance, nearly 44% remains unexplained. Future research should explore additional variables such as leadership style, organizational culture, career development opportunities, employee engagement, and the use of technology in administration. Understanding how these factors interact with industrial relations mechanisms can offer a more comprehensive model.

This study employed a cross-sectional design, which captures relationships at a single point in time. Longitudinal studies are recommended to examine how changes in industrial relations practices over time affect employee performance. Furthermore, mixed-methods approaches that incorporate interviews, focus groups, or case studies can offer richer contextual understanding and help explain the "why" behind the quantitative findings. This study did not differentiate between academic and non-academic staff. Future studies should assess whether industrial relations practices have varying effects on different employee groups, considering that their roles, expectations, and working conditions may differ substantially. A stratified analysis can reveal whether policy interventions need to be tailored accordingly. Future researchers should explore how legal and policy environments either facilitate or hinder the effectiveness of work conditions, bargaining, dialogue, and dispute resolution in university settings. Future research should also explore the downstream effects of improved employee performance on student satisfaction, learning outcomes, and institutional reputation. In conclusion, the study offers a strong foundation for future investigations and highlights the importance of an interdisciplinary,

multilevel, and context-sensitive approach to understanding and enhancing employee performance in the higher education sector.



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APPENDICES

I) Research tools

Consent Form

Project title: INFLUENCE OF INDUSTRIAL RELATIONS ON PERFORMANCE OF PUBLIC UNIVERSITIES EMPLOYEES IN NAIROBI COUNTY

I'm a Mount Kenya University student working on a master's degree in business administration. course on accounting. I'm researching Kenyan commercial banks as part of my coursework requirements. The purpose of the study is to examine how reward schemes affect worker performance, and I would like to ask you to take part.

Data will be gathered via a questionnaire, handled with the highest secrecy, and used exclusively for the study. Your answers will be kept private, and the researcher will only utilize the results for their project; no personal information will be connected to you. You are free to answer or not answer any questions. To further maintain secrecy, pseudonyms will be used when the results are presented in journals and at conferences. You may withdraw from this study at any moment for any reason; just notify the researcher. Participation in this study is entirely optional. If you have inquiries about the study or its conclusions, get in touch with the researcher via mobile 0723382531 Should you wish to make any complaint, contact;

Office of the Secretary

MKU Ethics Review Committee

P.O. Box 342 – 1000

Thika.

Consent

I've read, comprehended, and had a chance to ask questions about the material above. I am aware that this is entirely voluntary and that I can stop participating at any moment, for any reason. My participation in this study is voluntary.

Participant's signature _____ Date _____

Researcher's signature _____ Date _____

Questionnaire

There are six parts in this questionnaire. The respondent's general information will be gathered in Section A. Section B, C, D as well as E will gather information on industrial relations. The last section will be employed to gather information on employee performance.

NB: Information gathered will be treated with confidentiality. Your contribution completing the research tool will be greatly appreciated. Answer the below questions by either ticking {√} or filling the blank spaces.

SECTION A: DEMOGRAPHIC INFORMATION

1. Specify your Gender

Female Male

2. Indicate your Age Bracket

Below 25 years	<input type="checkbox"/>	26 to 30 years	<input type="checkbox"/>
31 to 35 years	<input type="checkbox"/>	36 to 40 years	<input type="checkbox"/>
41 to 45 years	<input type="checkbox"/>	Above 50 years	<input type="checkbox"/>

SECTION B: EDUCATION LEVEL

3. Specify your highest level of education?

Primary level	<input type="checkbox"/>	Secondary Certificate	<input type="checkbox"/>
Diploma	<input type="checkbox"/>	Undergraduate	<input type="checkbox"/>
Masters	<input type="checkbox"/>	PhD	<input type="checkbox"/>

4. Specify the duration in which you have been working in the institution

Below 5 years	<input type="checkbox"/>	6 to 11 years	<input type="checkbox"/>
12 to 17 years	<input type="checkbox"/>	18 to 23 years	<input type="checkbox"/>
24 to 29 years	<input type="checkbox"/>	Beyond 30 years	<input type="checkbox"/>

SECTION C: WORKING CONDITION

To what extent do you agree with below statements on working condition in public universities in Kenya? Where 1 represent strongly disagree; 2 represent Disagree; 3 represent Neutral; 4 represent Agree; 5 represent strongly agree.

Statements	1	2	3	4	5
Safety					
The institution is safe for employees to work in					
The institution has put proper measures to ensure the employees are safe					
I am satisfied with the measures put by the institution to enhance the safety of the workers					
Work-life balance					
The institution offers flexible hours hence I am able to attend to personal matters					
I am entitled to at least 15 days leave annually					
Work-life balance assists me to reduce stress and prevent burnout in workplace					
Flexibility					
The employees have limited workplace freedom					
Our institution has a flexible work related schedule					
Work flexibility is used as a tool for retaining and engaging employees					

How else do working condition influence performance of employees in public universities in Kenya?

.....

.....

.....

SECTION D: SOCIAL DIALOGUE

Indicate your agreement level with below statements in regard to social dialogue in public universities in Kenya? Where 1 represent strongly disagree; 2 represent Disagree; 3 represent Neutral; 4 represent Agree; 5 represent strongly agree

Statements	1	2	3	4	5
Negotiation					
The employees engage in negotiation on regular basis					
Negotiation has helped to solve problems relating to the workplace and the working conditions					
Negotiation has increased productivity and job satisfaction among the employees					
Consultation					
The employees consult their employer on regular basis					
Workforce consultation has reduced opposition between the employees and the employer					
Through consultation, workers in the institution feel that their views and interests have been heard and accounted for					
Exchange of information					
The employees are involved in exchange of information that encourages trust and cooperation					
The information disclosed is relevant and correct					
Exchanges of information has helped to solve real problems in our institution					

How else does social dialogue influence performance of employees in public universities in Kenya?

.....

.....

.....

SECTION E: COLLECTIVE BARGAINING

Indicate your agreement level with below statements in regard to collective bargaining in public universities in Kenya? Where 1 represent strongly disagree; 2 represent Disagree; 3 represent Neutral; 4 represent Agree; 5 represent strongly agree

Statements	1	2	3	4	5
Employee wages					
The employees’ wages has increased through collective agreements					
Employees’ wage is more than the minimum wage set by the employer and the unions					
I am satisfied with employees’ wages reached at during collective bargaining					
Employee benefits					
All the employees are under medical insurance cover					
The number of holidays and pay-leave has increased					
The employees in our institution get minimum wage and overtime pay					
Terms of employment					
The institution has flexible work schedules which are favourable to all employees					
The employees are given time off the job					
I am satisfied with the terms of employment in our institution					

How else does collective bargaining influence performance of employees in public universities in Kenya?

.....

Indicate your agreement level with below statements in regard to conflict resolution in public universities in Kenya? Where 1 represent strongly disagree; 2 represent Disagree; 3 represent Neutral; 4 represent Agree; 5 represent strongly agree

Statements	1	2	3	4	5
Negotiation					
Our institution uses negotiation in resolving conflict					
Negotiation is less expensive and reduces delays in resolving conflict					

Negotiation has enhanced good relationship and free flow of communication					
Joint consultation					
Our institution has created a culture of joint consultation					
The employee commitment to their work has improved					
Joint consultation has encouraged respect and openness in the our institution					
Mediation					
Our institution uses mediation in resolving conflicts					
Mediation has reduced conflicts in our institution					
I am satisfied with how mediation is carried out in our institution					

How else does conflict resolution influence performance of employees in public universities in Kenya?

.....

SECTION F: PERFORMANCE OF EMPLOYEES

Indicate your agreement level with below statements in regard to performance of employees in public universities in Kenya? Where 1 represent strongly disagree; 2 represent Disagree; 3 represent Neutral; 4 represent Agree; 5 represent strongly agree

Statements	1	2	3	4	5
Work quality					
The work quality in the institution has improved					
The work done by the employees is accurate					
I am satisfied with the work quality in the institution					
Timeliness					
The employees complete their work within the stipulated time					
The employees take longer time than expected to complete their work					
I am satisfied with the time taken by the employees to complete their work					
Work proficiency					
The institution has highly skilled and knowledgeable employees					
The institution has put proper strategies to advance the employees' level of knowledge and skills					
I am satisfied with the employees' level of knowledge and skills					

II) ERC certificate



REF: MKU/ISERC/4847
TO: CHRISTOPHER NGUGI

Date: 14 May 2025

REG: MBA/2019/61027

Dear Sir/Madam,

RE: INFLUENCE OF INDUSTRIAL RELATIONS ON PERFORMANCE OF PUBLIC UNIVERSITIES EMPLOYEES IN NAIROBI COUNTY

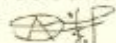
This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3569**. The approval period is **14/05/2025 - 13/05/2026**.

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,



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



III) Introduction letter from MKU



DIRECTORATE OF GRADUATE STUDIES

MBA/2019/61027

14th May, 2025

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

Dear Sir/Madam,

RE: CHRISTOPHER NGUGI - REGISTRATION NO. MBA/2019/61027

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 "**Influence of Industrial Relations on Performance of Public Universities Employees in Nairobi County.**" 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 **May, 2025 and July, 2025**.

Any assistance accorded to the student will be highly appreciated.

Thank you.

Mount Kenya University
P.O. Box 342 - 01000, THIKA
Office of the Director
Graduate Studies

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


IV) NACOSTI research license


REPUBLIC OF KENYA


NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **385951** Date of Issue: **08/June/2025**

RESEARCH LICENSE



This is to Certify that Mr. Christopher Ngugi 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 Nairobi on the topic: **INFLUENCE OF INDUSTRIAL RELATIONS ON PERFORMANCE OF PUBLIC UNIVERSITIES EMPLOYEES IN NAIROBI COUNTY for the period ending : 08/June/2026.**

License No: **NACOSTI/P/25/4174378**

385951

Applicant Identification Number

Deputy Director
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

V) Turnitin report

Turnitin - Originality Report - Christopher Ngugi - Final Project

7/8/25, 5:16 pm

<p>Turnitin Originality Report</p> <p>Processed on: 08-Jul-2025 09:39 EAT ID: 2711839234 Word Count: 30736 Submitted: 1</p> <p>Christopher Ngugi - Final Project By Mburu Ngugi</p>		<p>Similarity Index</p> <p>20%</p>	<p>Similarity by Source</p> <p>Internet Sources: 18% Publications: 8% Student Papers: 10%</p>
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VI) Research site map

Research Site Map: Universities in Nairobi and Kajiado



Mount Kenya