

EMPLOYEE PARTICIPATION AND EMPLOYEE PERFORMANCE IN TOBACCO INDUSTRY IN KENYA

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Date of Publication: June 2023

ABSTRACT

Background: Employee performance is the desire of every organization that exists in this world from the smallest to the biggest entities; no one of them would want a work force that does not perform well. This need has driven many people to diligently search for various ways that can positively influence employee performance. Employee Participation is crucial in enhancing employee performance, employee participation can be said to be the best tool that brings the employee and employer to the table for good intentions. Lack of employee participation is likely to create an organization of suspicion, and more time is spent on guess work or what is commonly known as grapevine this can undermine the achievement of not only daily activities but also underperformance. This study sought to explore the effects employee participation on employee performance in Tobacco industry in Kenya.

Research design: The study used a descriptive research design. The target populations of the study were; the management-level employees of the two organizations. A representative sample of 200 managers was obtained using stratified random sampling. Data was analysed using descriptive and inferential statistics.

Results: The findings revealed that the relationship between matters concerning employee participation and employee performance is positive and that it has significant ($\beta=0.490$, $p=0.000<.05$). This demonstrates that employee participation has a significant effect on employee performance. Other organizations besides the two are encouraged to embrace Employee Participation in order to boost a healthy environment for both managers and employees to achieve greater profits. The study makes a significant contribution to practice in that human resource managers and the entire workforce should encourage and promote Employee Participation

Keywords: *Employee Participation, Employee Performance, Quality Circles, Collective Bargaining, Ownership Employee Voice.*

INTRODUCTION

Armstrong and Taylor (2014), refer to employee performance as a tool and channel of achieving favourable outcomes through the entire workforce in the enterprise. This is manifested at personal and group set ups at the work place. Handling organization profitability through official internal structures of prepared objectives, standard measurements, ability, and

capacity that is needed to accomplish the same. Organizational performance is a responsibility that is squarely laid on the shoulders of supervisors. This process encompasses the role of guiding and assisting employees in delivering their best performance adequately and timely according to the agreements. This performance facilitates the achievement of aims and intentions of the business entity (Mutsuddi, 2012).

Employee Participation; this are actions that ensure workers get included in determining and also offering solution in affairs of an entity, instead of them being left out and feeling isolated from the factors that affect their lives at work place. Employee Involvement is the act of creating, allowing and enabling employees some degree of freedom of expression. Consultative administration therefore is a device utilized in increasing employees drive at workplace. Participation means both intellectual and psychological collaboration of individuals in team conditions through what motivates them to subscribe into the teams' targets and partake duties willingly (Newstorm & Davis 2016).

Employee participation is the process whereby employees are involved in decision making processes; this participation involves decentralizing power within the organization to individual decision makers further down the line. Team working is a key part of the empowerment process. Team members are encouraged to make decisions for themselves in line with guidelines and frameworks established in self-managing teams (Broughton, 2017).

Employee participation is in part a response to the quality movement within organizations. Individual employees are encouraged to take responsibility for quality in terms of carrying out activities, which meet the requirements of their customers. The internal customer is someone within the organization that receives the 'product of service' provided by their 'supplier' within the organization. External customers are buyers and users outside of the organization.

Employee participation is also part of the move towards human resource development in modern organizations. Employees are trusted to make decisions for themselves and the organization (Broughton, 2017).

STATEMENT OF THE PROBLEM

Employee Performance is one the many challenges that many organizations face in trying to inspire their employee performance, and managers keep on trying to bring other employees closer to them in order to minimise performance gaps and increase productivity, whenever there is absence of employee participation many organizations experience grievances misunderstanding, and grapevine between workers and their managers, this leads to poor employee performance. It is believed that due to lack of employee participation in an organization, employee performance is significantly affected (Mutua, 2022).

The benefits of employee participation are clear, and well-worth the effort. They include: enhanced employee bonding, improved communication among workers less stress, increase in employee productivity, and higher product quality. The good news is that employees will want to share their opinions on how to improve their performance because they are participants of what is happening in the organization. Another big benefit of employee participation is the breaking down of traditional communication barriers. Employees that have a solid avenue for speaking their thoughts and fears regarding the company direction are more likely to point out trouble points in a workflow or innovate new ways of doing things.

Employee Participation can also serve to reduce stress in both employees and employers. Stress can build up over uncertainties regarding company changes, because of new workflows, or because employee ideas are not taken into consideration. Employee participation in company

can also help employees to be more productive in the long run because they feel valued, and this may increase commitment to achieve organizations goals. Also, employee participation can also play a key role better quality product if employee suggestions are taken into consideration, increase in outputs may be realised (Mutua, 2023).

RESEARCH OBJECTIVES

To establish the effect of Employee Participation on Employee Performance in the tobacco industry in Kenya.

Specific objectives

- i. To examine the effects of Quality Circles on Employee Performance in the Tobacco Industry in Kenya.
- ii. To analyse the effects of Collective Bargaining on Employee Performance in the Tobacco Industry in Kenya.
- iii. To determine the Effects of Ownership levels on Employee Performance in the Tobacco Industry in Kenya.
- iv. To establish the effects of Employee Voice on Employee Performance in the Tobacco Industry in Kenya.

RESEARCH HYPOTHESIS

H₀: Employee participation has no significant effect on employee performance in the Tobacco Industry in Kenya.

LITERATURE REVIEW

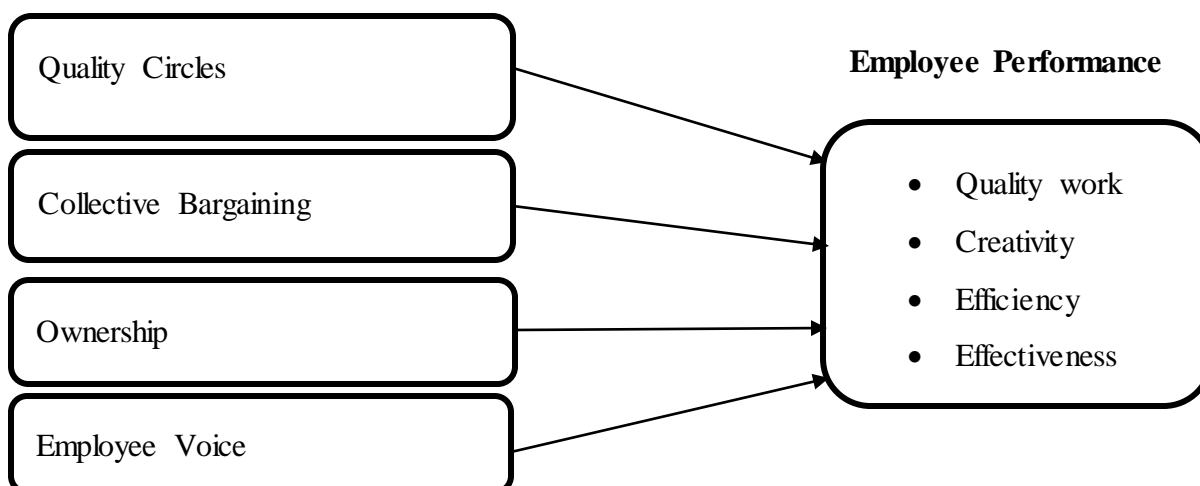
Democratic theory has its origin in political field. This practice is basically concerned with analyzing and defining the concept of inclusivity in leadership of an organization, also the moral foundations, requirements, limitations, and above all the need for democracy in leading. Democracy brings about the concept of inclusivity among people working in organizations across various scholarly fields and methodological orientations (David, 2014). The development of the word can be traced back to the Greek word *demos* basically it means many people included and *kratos* which means to rule. Ideally, Aristotle differentiated ruling by majority support and with rule by the few, and with rule by few minorities. Apparently, there are two main aspects of freedom the first one is being ruled and ruling in turn, since everyone has an opportunity to contribute to various decision some sense of is equality at the work place. Employee participation is not by chance and efforts towards inclusivity of employees in the decision table is important. the other side of the coin would be a sad situation whereby the employees are left out or excluded in decision making and hence forcing and pushing them to act on strange tasks also policies from time to time (Smith, 2011).

This theory supports the variable on employee participation. The democratic theory is wide and covers a variety of elements that refer more to a political scenario yet very relevant to organizations activities. Indeed, employees as human beings are social in nature and hence like to not only be involved in what happens in the organization but also participate in making decisions that concerns them in the course of their work life. The managers on realizing the need for their followers to participate with them in decision making is for the benefit of creating mutual understanding and hence facilitate organizational performance (Smith, 2017). Pereira and Osburn (2007) studied the effects of a participative technique, quality circles (QCs), on several employee attitudes and performance. The study reviewed 36 studies with 42

independent samples. The studies were conducted in a variety of settings, including manufacturing, service, and government organizations. The studies used a variety of methods to measure employee attitudes and performance, including surveys, interviews, and performance evaluations. The study found that QCs had a small positive effect on employee attitudes. Specifically, QCs were associated with increased job satisfaction, organizational commitment, and perceived control. QCs also had a moderate positive effect on job performance. The study also noted that, QCs were associated with increased productivity, quality, and customer satisfaction. The study concluded that QCs are an effective way to improve employee attitudes and performance. However, the study also found that the effects of QCs are modest.

CONCEPTUAL FRAMEWORK

Employee participation



Employee Performance

Employee performance refers to how employees behave in the workplace and how well they perform the job duties assigned to them. An organization typically sets performance targets for individual employees and hopes that it will offers good value to customers, minimizes waste and operates efficiently. For an individual employee, performance may refer to work effectiveness, quality and efficiency at the task level (Thomson, 2019).

Quality work

Quality of work includes accuracy, thoroughness, competence Quantity of work leads to increase employee productivity level, time management, it facilitates ability to meet deadlines Job knowledge, skills and understanding of the work. Working relationships foster better results of work with others, Quality work is an important element of job performance and satisfaction. Knowledge of what quality work is and why it's important helps employees to improve their work. Understanding how to maintain the quality of work can help impress employers, advance career and maintain positive relationships in the workplace (Austin, 2021).

Creativity at the work place

Creativity at the work place is the ability to make or otherwise bring into existence something new, whether a new solution to a problem, a new method or device, or a new artistic object or

form, creativity is visible and easily judged through observation by both employees and their supervisors especially in the manufacturing industry (Edwin, 2020).

Efficiency at the work place

Efficiency at the work place the term efficiency can be defined as the ability to achieve an end goal with little to no waste, effort, or energy. Being efficient means that employees are able to achieve results. Employees who are able to yield their best efforts at the place of work become efficient, as they are allowed to participate in the decisions they make towards their respective tasks (Adams, 2020).

Effectiveness at the work place

Effectiveness at the work place is the capability of producing a desired result or the ability to produce desired output. When something is deemed effective, it means it has an intended or expected outcome, or produces a deep, vivid impression. Effectiveness is the desire of every employer, all managers and supervisors have a big responsibility at the work place to facilitate work effectiveness, and this is greatly influenced when both the employees and employers are able to participate in making major decisions that concern them (Adams, 2020).

Employee participation

This is a response to the quality interactions of employees within organizations. Individual employees are encouraged to take responsibility for quality in terms of carrying out activities, which meet the requirements of their customers. Employees are internal customers in their own organizations, they are main stakeholders in the outcomes of both goods and services. Employee participation is also part of the move towards human resource development in modern organizations. Employees are trusted to make decisions for themselves and the organization too (Broughton, 2007). Quality Circles is a group of employees who meet together regularly to consider different way of resolving problems and also improve on production in the organization. Quality circles are built on trust and mutual relationships between employees and the management. It is believed that employees who know their tasks well are able to contribute more in improving their performance, the concept encourages the sense of belonging among the employees because they feel important as they have a role to play in the organization (Udupa, 2019). Collective Bargaining is the voluntary process used to determine terms and conditions of work and regulate relations between employers and workers as they do their tasks at the work place.

Collective bargaining fosters pleasant cordial relations at the work place and therefore facilitates employee performance, it is a process of negotiation between employers and employees in order to regulate various issues, such as working hours, salaries working conditions and all other employee needs that arise in economic changes according to International Labour organization. It is a fundamental right that is rooted in the 1998 International Labour Organization declaration on principles and rights at the work place report in (2022) in promoting collective bargaining. Ownership at the work place means that an employee has responsibility for their growth and takes initiative to contribute to the success of the organization. this leads to a mind-set that is adequately empowered to make decisions that lead to positive outcomes. Ownership means being accountable for a department, project, it implies the owner takes responsibility for and shortcomings even if they are not the people who made mistakes (Pophal, 2018). Employee Voice is the way people communicate their views to their employer, and thereby influence the issues that affect them at their workplace. Employee voice may positively contribute and build trust that can help improve their performance.

Whenever employee voice is embraced then employees feel valued and empowered, and the outcome will be better employee relations that culminates to employee performance (Scott, 2020).

EMPIRICAL REVIEW

Employee Participation and Employee Performance

In a research project carried out by Tchapchet, Emmanuel and Tamen (2013) entitled; the impact of performance participation employee on-employee Performance at a University of Technology in the Western Cape, South Africa; the study found out that; worker's participation in various ways at work place, may straight away affect individuals, or the entire workforce indirectly and directly, through worker's stewardship, and teams. Employees desire collectively being included in matters that affect them at the work place (Tchapchet, Emmanuel &Tamen, 2013).

Worker's involvement at workplace has often been believed as a problem-solving tool, if not the best cure for failure in organizational efficiency and, employee performance. Employee productivity is the main objective of management in the current dispensation that is dynamic and challenging most workers desire to be included in decision making by their bosses. In many cases good performance is a manifestation positive energy input by employees in their daily tasks. The fundamental goal of any public Higher Education organization is to render services of top quality to the clients who are basically the students who are churned out to the job market (Harley, 2013).

Employee participation in decision making beyond collective bargaining is relatively new in South African civil service. Recognizing the need to supplement Collective Bargaining and for South African civil service to be more competitive, the LRA of 1995 No 66 introduced the system of Workplace Forums. A Workplace Forum is an in-house body, which is intended for the promotion of participative management through consultation, cooperation, joint decision-making and information sharing. The current status was specifically targeted at developing the best, perfected performance of South African employment environment, and hence Employee performance (Hyman &Thompson, 2009).

More so, the new dispensation also aimed to promote shop floor democracy, and to encourage power sharing in South African workplaces. However, the uptake of this new dispensation in the public Higher Education institution for this study is slow due to the adversarial relationship between the unions in the Higher education institution where this study was conducted. However, the truth is that, there are channels in the department for research project whereby workers participate in decisions making process (Hyman &Thompson, 2009). However, the research project indicates that; the chosen people who filled the questionnaires for the investigations showed that these channels of employee involvement are inadequate. This is as result of the supervisors often coming up with the final conclusions and judgments on matters being considered and of great concern to the department in the organization.

Although there is a notable interrelationship between the workers' representatives in the organization for this research project, hence the idea of the supervisors definitely ignoring the contributions of the workers. This results manifests in workers feeling left out of the decision-making process in the organization. Employees expect the management to show and manifest some of their contributions to form the policies and guidelines in the organization, but they realize it was not worth the effort they may have put in such exercises (Hyman &Thompson, 2009).

This study investigated the impact of employee participation in decision making on employee performance. A qualitative method was employed, and each individual respondent and interviews were utilized in gathering the relevant information for the research project. The data that was collected for this study was analysed qualitatively by using themes. The overall finding shows that it is perceived that employee participation has a positive impact on the faculty's effectiveness, efficiency and productivity (Hyman &Thompson, 2009).

The results of the revealed that effective and efficient services to the students was due to the fact that there were more than enough opportunities or platforms where they contributed to the faculty's decisions and management. In spite of this, the chosen people who filled the questionnaires also showed that they would do their best, put more effort and positive energy at work place thereby contribute to employee performance. This wish would be true if the managers in the department would translate their contributions to facilitate in the running of the institution (Hyman &Thompson, 2009).

Quality Circles on Employee Performance

A study carried out by Sobit (2016) that explored the outcome of participative technique of Quality Circles on plenty employee performances which involved 42 independent samples from 36 studies. Mean effect sizes were moderate for work performance which suggested Quality Circles affected work performance to a great degree. For manufacturing firms involved in management of quality, the results suggested that quality interventions have a greater effect on work performance. The conclusions on the study provide a positive perspective on the implications of Quality Circles s quality interventions take on productivity (Pereira &Osborn, 2007). In a non-ferrous foundry firm in BHEL, Hyderabad, a QC identified an unhealthy, smoke polluted environment. Managerial maturity also recognized that work quality and productivity would be influenced by such unhygienic conditions in the environment. However, the repeated issue that had no solution for several years was resolved by members of the quality circle, who methodically assessed the problem, revealed a solution and implemented it with employees' cooperation within six months (Sobti, 2016).

Collective Bargaining on Employee Performance

A study done by Mulunda (2018) sought to find out the effect of collective bargaining on employee performance in the Energy sector in Nairobi County, Kenya. The target population of the study was 5,001 staff in the Energy Sector. A representative sample of 356 staff was obtained by use stratified random sampling. This study targeted both Management and Unionisable staff of all companies in the Energy Sector in Nairobi County. The study targets management staff who are charged with the responsibility of formulation and implementation of employee relations policies, procedures and strategies as well as Unionisable staff since they are affected by the policies, procedures and strategies. The study used a descriptive research design to measure the effect of employee relations on employee performance. The study used a questionnaire to collect data. A structured questionnaire was used to collect data. The Statistical Package for Social Sciences version 22 was used to analyse data. Inferential statistics were used to establish the relationships that existed between the variables. The correlation coefficient results found that collective bargaining had a positive significant effect on employee performance, $r = .547$, $p = .000$ while the regression results showed that for every one-unit change in collective bargaining, employee performance increases by 0.362 hence implying a positive impact of collective bargaining on employee performance. The study found out that collective bargaining had a significant effect on employee performance.

Ownership on Employee Performance

According to a study by Kruse (2017) on what Employee ownership can do to empower employee performance. He says that ownership gives workers a greater role in corporate governance through legal rights and workplace policies that increase access to information and participation in decision-making. This can improve quality of work life due to workers having greater control and more aligned incentives that may help to create a more harmonious workplace, with less labour management conflict. When employee ownership involves greater employee participation in workplace decisions, this may also help to strengthen democracy by increasing civic skills and interest in participating in politics and this translates to increased employee performance.

Employee Voice and employee performance

Wilkinson (2018) said that without voice, there can be no enactment of participation' and thus all employee voice is crucial because its presence opens opportunity for participants, which refers to 'any vehicle through which an individual has increased impact on some element of the organization'. From his point of view the extant research examining employee voice focuses primarily on the 'definitions, structures, processes and effectiveness of employee participation' Research covers a variety of voice mechanisms: collective and individual, formal and informal, direct and indirect, union and non-union and combinations thereof (Gomez, Bryson & Willman, 2010). While voice in this field can be prosocial, in the sense that it can be used to benefit the organisation, it can also be a means through which employees challenge managerial behaviour, either individually or collectively. Self-determining efforts by employees to identify themselves in ways that are set aside from the interests of the firm (Barry & Wilkinson, 2016) are also included in this sphere of research(Wilkinson, 2018).

METHODOLOGY

This study used mixed and flexible design research methods, this combined computable and non-numerical information that was collected and then engaged in the processes of information interpretation and data analysis. The study used descriptive and survey methodology. Descriptive research design was favourable for the study because described the population, and even phenomenon that the study is undertook. This design enabled the study to answer the questions such as how, what, when and where and therefore facilitate in solving the research problem.

Target Population

Target population in this study means the separation of selected group of people to be used in the study, this are the specific element that the study aims at drawing the sample size for the purpose of the study numbers. The study used senior, middle, factory supervisors of the Mastermind tobacco (k) Ltd branch located along Mombasa Road and BAT in industrial area. A target of 200 employees (Welman & Kruger, 2014).

Table 1: Sample size

S/N	Top Mgt.	Middle Mgt	Lower Management	
1	H R M	Assist Managers.	Factory Supervisors	10
2	Fin Controllers.	PR mgr	Marketing mger.	70
3	Production mger.	IT Mger	H R export mgr	120
Total				200

This involved the use of numbers to identify each object, including any other crucial information about characteristics of the individuals, to assist in examining and determining the outcomes of the research projects, and allow for division into further frames for further analysis. 25 managers from Mastermind Tobacco Ltd employees based in the Nairobi factory along Mombasa Road and 25 managers from BAT in industrial area (Everett&Skronal,2010).

Data collection Instruments

The study utilized Questionnaires in collecting required information for the study. (Dalton, 2006).

Data Collection Procedure

The questionnaires were delivered by the study to the two companies, and issued to the respondents; time was taken for this activity. It took two weeks because the respondents worked in different shifts and different days due to the covid 19 effects and government protocol. The questionnaires were issued to the senior managers, supervisors and then to the large group of operations managers at the factory section.

Data Analysis

Correlations and multiple regressions and Pearson correlations were utilized to bring out the true measure of relationship for the relevant between variables. These presentations helped in the interpretation of the information that was examined. Qualitative and inferential statistics through which each resulted into various insights into the nature of the information collected for the study. All the variables were individually and collectively studied to enable the researcher to carry out a fruitful and candid research project.

RESEARCH FINDINGS AND DISCUSSIONS

The study employed different statistical techniques aided by SPSS to establish the effect of Employee Participation Effective on Employee Performance in the tobacco industry in Kenya. This chapter provides a description of the data analysis as well as a discussion of the research findings. The findings relate to the research questions that guided the study. The chapter begins with the analysis of the response rate and then explains factor analysis and reliability techniques adopted by the study. Factors analysis was adopted in order to reduce the number of indicators or factors under each research variable and retain the indicators capable of explaining employee performance in the Tobacco industry in Kenya. Reliability analysis was carried out using Cronbach alpha which is a coefficient of reliability that gives an unbiased estimate of data generalizability.

Response Rate

The total sample size for this study consisted of 200 respondents. Therefore, a total of 200 questionnaires were administered to managers in the tobacco industry in Kenya. Out of the 200,

190 questionnaires were filled and returned, two were not complete by the respondents corresponding to a response rate of 95%. A response rate of 60% and above is acceptable (Fincham,2008). The value is 95% way above 60%, indicating a perfectly significant response rate. Flynn, Schroeder, Sakakabira, Bate and Flynn (1990) posit that it is important to reach a response rate that is greater than 50% while Mugenda & Mugenda (2003) and Babbie (1990) posit that response rates of 60% are good while 70% are very good. The response rate is presented in table 2.

Table 2: Response Rate

Sample Size	Frequency	Percentage
Response	190	95%
No Response	0	0%
Total	190	95%

Factor Analysis and Reliability

The study adopted factor analysis in order to reduce the number of indicators or factors under each research variable and retain the indicators capable of explaining employee performance in the Tobacco industry in Kenya. The retained factors had factor loading values of above 0.4 and were used for further analysis. Hair, Tathan, Anderson & Black (1998) recommends use of factors with factor loadings of above 0.4. Stevens (1992) suggests using a cut-off of factors with factor loading of above 0.4, irrespective of sample size, for interpretative purposes. This also supports suggestion by Tabachnick and Fidell (2007) using more stringent cut-offs going from 0.32 (poor), 0.45 (fair), 0.55 (good), 0.63 (very good) or 0.71 (excellent). To measure the reliability of the gathered data Cronbach's alpha was applied. Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalizability (Zinbarg, 2005). An alpha coefficient of 0.70 or higher indicates that the gathered data is reliable as it has a relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population (Zinbarg, 2005).

Employee participation

Table 3: Employee participation Reliability and Factor Analysis Results

Cronbach's Alpha before	Indicators	Factors loadings	Cronbach's Alpha after
.884	To what extent do employees participate in organization activities and decision making?	.845	.881
	Does the organization encourage Quality circles among employees	.788	
	To what extent does your organization appreciate collective bargaining?	.803	
	To what extent do you feel employees are involved in matters concerning ownership in your organization?	.829	
	To what extent do you agree that employees in this organization are committed?	.466	
	To what extent are employees included in Committees and formal groups	.796	
	To what extent does the organization allow Consultations exercises with employees?	.805	

Employee performance Reliability and Factor Analysis Results

The Table 3 shows Cronbach's alpha values of employee performance indicators before and after extraction of indicators with the corresponding factor loadings. As can be observed in table3, all the five employee performance indicators had a Cronbach's alpha value of 0.738 and factor loadings values of between 0.400 and 0.849. Based on these findings, the study therefore retains all the five indicators as the most reliable indicators for employee performance.

Table 4: Employee performance Reliability and Factor Analysis Results

Cronbach's Alpha before	Indicators	Factors loadings	Cronbach's Alpha after
.720	How do you rate employee performance in your organization	.791	.738
	Does the organization allow employee creativity and innovation	.694	
	How is the rate of employee absenteeism in this organization	.400	
	Rate the quality of work at your work place	.849	
	Are employees punctual at the work place	.728	

Descriptive Analysis of the Study Variables

The main aim of the study was to establish the effect of employee participation on employee performance in the tobacco industry in Kenya. The study herein presents the analysis of the major findings systematically based on the specific objectives of the study which were to examine, the effect of employee participation on employee performance included objectives were , quality circles , collective bargaining ownership , employee voice, According to Creswell (2017), descriptive analysis is necessary in a study in that it helps stipulate the findings the way they are thus forming the basis for the researcher to deeply understand the phenomenon under which the research is based on.

Background Information

This section presents personal information of the respondents who participated in the research study.

Working Experience of the Respondents

The study determined the working experience held by the respondents in the two companies in order to ascertain the extent to which their responses could be relied upon to make conclusions on the study problem using their working experience. From the findings figure 1 (35%) indicated to have a working experience of 1-5 years, 24% had a working experience of 6-11 years, 12.5% had a working experience of 12-18 years and 11.5% had a working experience of 30 years and above. These findings were in line with Braxton (2008) that respondents with a

high working experience assist in providing reliable data on the study problem since they have technical experience on the problem being investigated by the study. This indicates that 50% of the respondents had worked in the tobacco industry for a long time and thus understood the effect of employee relations, on employee performance in the tobacco industry in Kenya.

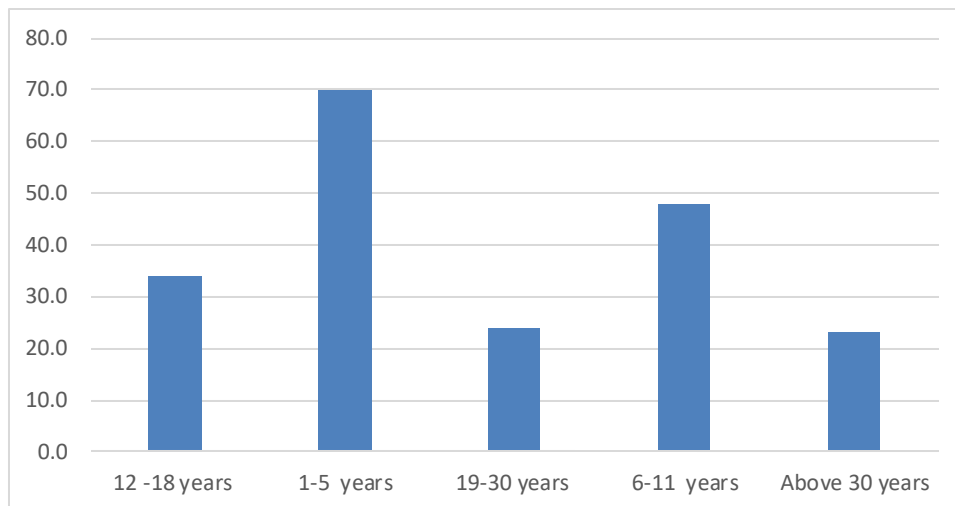


Figure 1: Working Experience

Education Level of the Respondents

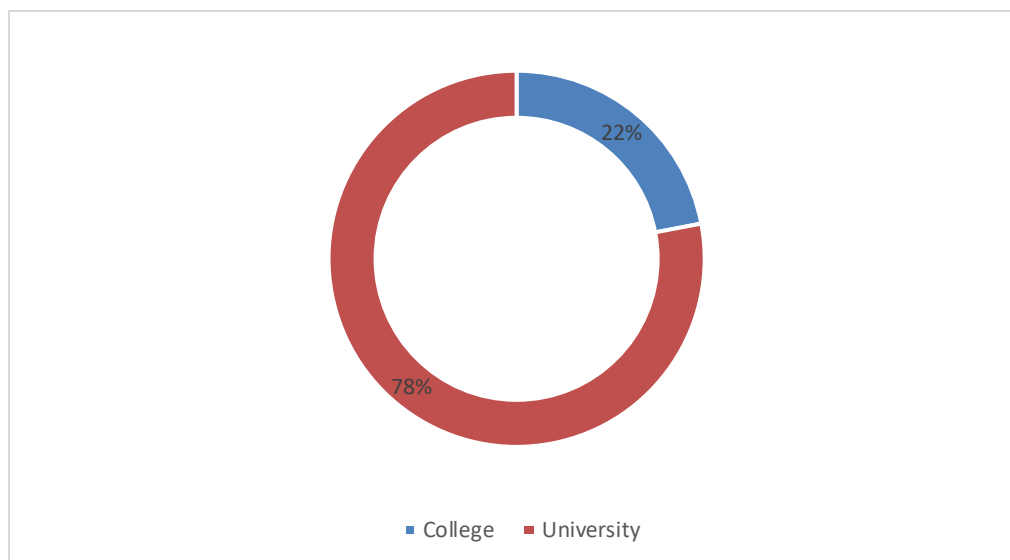


Figure 2: Education Level

It was important to establish the education level held by the study respondents in order to ascertain if they were equipped with relevant knowledge on employee performance. As presented in table figure 2, majority (78%) had university education level and 22 % had college education. These findings implied that most of the respondents were qualified to understand the nature of the study problem.

This concurred with Joppe (2000) that during research process, respondents with technical knowledge on the study problem assists in gathering reliable and accurate data on the problem under investigation. This demonstrated that most of the organization employees were qualified professionals with technical knowledge and skills on the study problem and thus provided the study with reliable information

Descriptive statistics

Employee Participation

The study aimed to determine the effects of employee participation on employee performance in the Tobacco Industry in Kenya. The sampled respondents were asked to indicate their views based on specific aspects of employee participation which included extent of employee participation in organization activities and decision making, quality circles among employees, collective bargaining, matters concerning ownership, employee commitment, inclusion in committees and formal groups and consultations exercises with employees. The findings are as herein discussed in figure 3 and table 5. A 5-point Likert's scale was used with 1 as the lowest and 5 as the highest rated. The study adopted a 5-point Likert scale (1= strongly disagree, 2 = disagree, 3 = neutral, 4=agree, 5=strongly agree).

The findings as shown in figure 1 and summarized in table 1 revealed that majority of employees are committed with 61.5% of the respondents indicating agreement (39.7% agree & 21.8 % strongly agree). The aspects that are embraced to a moderate extent are inclusion of employees in committees and formal groups with 42.2% of the respondents indicating agreement (27.6% agree & 14.6% strongly agree), consultation exercises with employees with 40.3% of the respondents indicating agreement (24.6% agree & 15.7% strongly agree), participation in organization activities and decision making with 40.1% of the respondents indicating agreement (26.4% agree & 13.7% strongly agree) and encouraging quality circles among employees with 39.7% of the respondents indicating agreement (27.0% agree & 12.7% strongly agree). The results also indicate that collective bargaining is appreciated to a small extent by the organizations with 32.9% of the respondents indicating agreement (22.1% agree & 10.8% strongly agree) and a small proportion of respondents feel employees are involved in matters concerning ownership in the organization with 28.8% of the respondents indicating agreement (17.6% agree & 11.2% strongly agree).

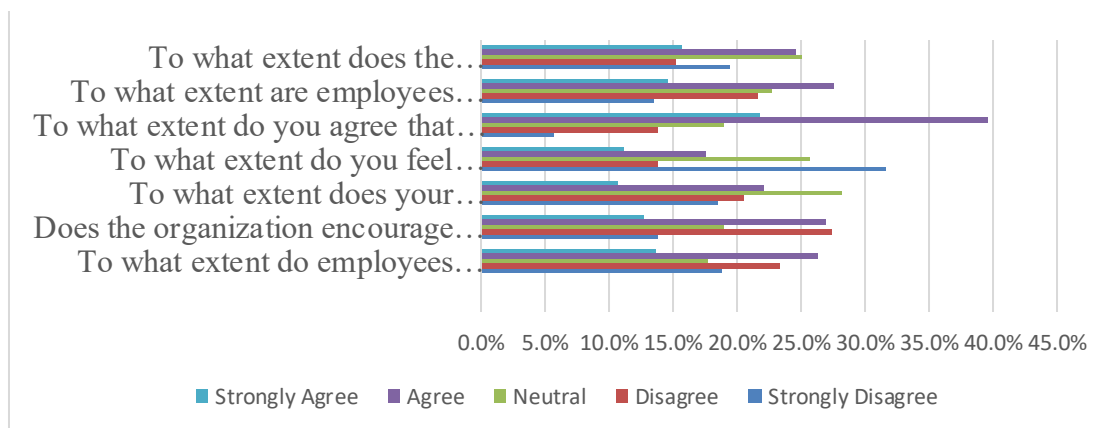


Figure 3: Extent of matters on employee participation

Table 5: Descriptive Statistics on Employee Participation

Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. To what extent do employees participate in organization activities and decision making?	18.8%	23.4%	17.8%	26.4%	13.7%
b. Does the organization encourage Quality circles among employees	13.8%	27.5%	19.0%	27.0%	12.7%
c. To what extent does your organization appreciate collective bargaining?	18.5%	20.5%	28.2%	22.1%	10.8%
d. To what extent do you feel employees are involved in matters concerning ownership in your organization?	31.6%	13.9%	25.7%	17.6%	11.2%
e. To what extent do you agree that employees in this organization are committed?	5.7%	13.8%	19.0%	39.7%	21.8%
f. To what extent are employees included in Committees and formal groups.	13.5%	21.6%	22.7%	27.6%	14.6%
g. To what extent does the organization allow Consultations exercises with employees?	19.4%	15.2%	25.1%	24.6%	15.7%
Average	17.2%	19.4%	22.6%	26.4%	14.4%

The respondents' level of agreement or disagreement with specific statements on the extent to which aspects of employee participation are emphasized in the organization was sought in the study. The findings as shown in Table 2 revealed that most of the respondents agreed that employees in their organization are committed as shown by mean of 3.58 and a standard deviation of 1.14. The respondents were neutral on all the other aspects as indicated by the values of the means and standard deviations. According to a report by Kim (2021), Director, Talent, Culture and Inclusion at BAT on "Receiving Global Top Employer certification for the fourth-year running is a fantastic achievement as it acknowledges our commitment to creating an inclusive and innovative working environment that our employees enjoy being a part of. "Our employees are our most important asset, and we are particularly proud of the resilience and determination they have displayed during the pandemic. Without doubt, they are a key driver in our continued strong performance as we transform our business and build A Better

Tomorrow for all our stakeholders.” Mastermind tobacco ltd has also created a competitive environment for the employees (Rose, 2020).

Table 6: Employee Participation

Measurement Aspect	Mean	Std.D
To what extent do employees participate in organization activities and decision making?	2.95	1.34
Does the organization encourage Quality circles among employees	3.00	1.28
To what extent does your organization appreciate collective bargaining?	2.88	1.27
To what extent do you feel employees are involved in matters concerning ownership in your organization?	2.66	1.39
To what extent do you agree that employees in this organization are committed?	3.58	1.14
To what extent are employees included in Committees and formal groups.	3.10	1.27
To what extent does the organization allow Consultations exercises with employees?	3.02	1.35

Employee Performance

The study's dependent variable was employee performance. The sampled respondents were asked to indicate their views based on specific aspects of employee performance which included rating employee performance in the organization, employee creativity and innovation, rate of employee absenteeism, quality of work, and punctuality at the workplace. The findings as shown in Figure 4 and summarized in Table 7 revealed that employee performance is highly emphasized in their organization with 71.0% of the respondents indicating agreement (40.5% agree & 30.5 % strongly agree). Other aspects that also receive great emphasis include quality of work with 68.8% of the respondents indicating agreement (41.2% agree & 27.6% strongly agree) and punctuality at the workplace with 68.6% of the respondents indicating agreement (33.8% agree & 34.8% strongly agree). Those that are moderately emphasized are creativity and innovation with 47.7% of the respondents indicating agreement (27.6% agree & 20.1% strongly agree) and absenteeism with 35.2% of the respondents indicating agreement (22.1% agree & 13.1% strongly agree).

Business owners need employees that can get the job done because employee performance is critical to the overall success of the company. Business leaders need to understand the key benefits of employee performance so that they can develop consistent and objective methods for evaluating employees. Doing so helps determine strengths, weaknesses, and potential managerial gaps in the business organization. Although performance evaluations are never fun, they help business leaders determine performance levels for each employee. One of the most important factors in employee performance is to achieve goals. Successful employees meet deadlines, make sales and build the brand via positive customer interactions (Kimberlee, 2019).

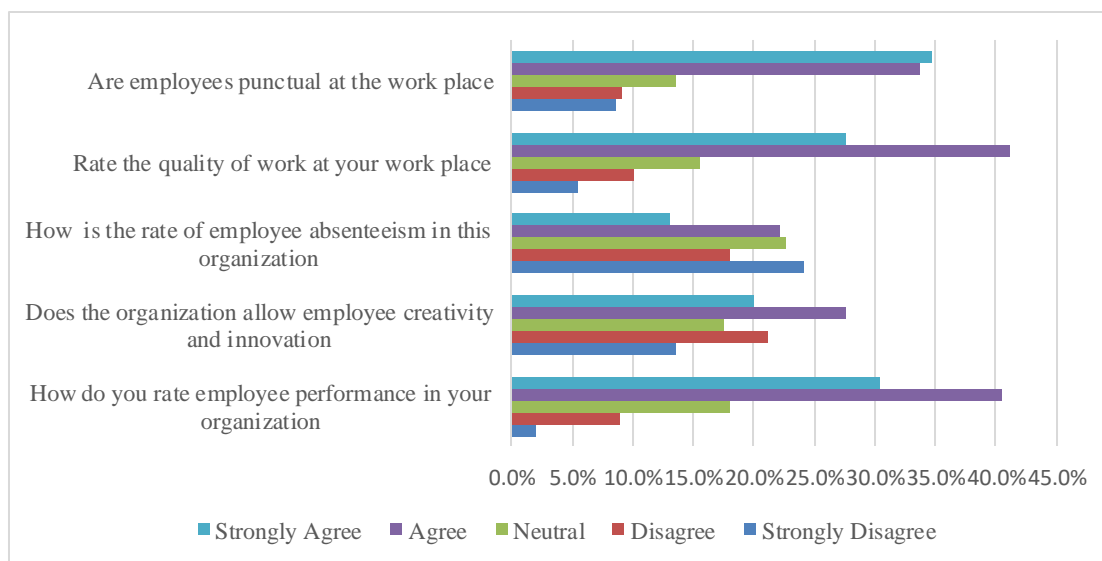


Figure 4: Extent of employee performance

Table 7: Descriptive Statistics on Employee Performance

Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. How do you rate employee performance in your organization	2.0%	9.0%	18.0%	40.5%	30.5%
b. Does the organization allow employee creativity and innovation	13.6%	21.1%	17.6%	27.6%	20.1%
c. How is the rate of employee absenteeism in this organization	24.1%	18.1%	22.6%	22.1%	13.1%
d. Rate the quality of work at your workplace	5.5%	10.1%	15.6%	41.2%	27.6%
e. Are employees punctual at the workplace	8.6%	9.1%	13.6%	33.8%	34.8%
Average	10.8%	13.5%	17.5%	33.0%	25.2%

The respondent’s level of agreement with specific statements on employee performance was sought. The findings as shown in Table 4 revealed that a majority of the respondents agreed that there is a high-level employee performance in their respective organizations as shown by a mean of 3.89 and a standard deviation of 1.00. The quality of work is also high as indicated by a mean of 3.76 and a standard deviation of 1.13 and punctuality of employees is high as indicated by a mean of 3.76 and a standard deviation of 1.26. The respondents are neutral on

employee creativity and innovation as well as absenteeism as shown by the mean and the standard deviation of these aspects.

Table 8: Employee performance

Measurement Aspect	Mean	Std.Dev
How do you rate employee performance in your organization	3.89	1.00
Does the organization allow employee creativity and innovation	3.21	1.35
How is the rate of employee absenteeism in this organization	2.83	1.38
Rate the quality of work at your workplace	3.76	1.13
Are employees punctual at the workplace	3.76	1.26

Correlation Analysis

Table 9 shows that the Pearson correlation coefficient for employee participation was 0.583 and this demonstrates that employee participation has a positive correlation with employee performance.

Table 9: Employee participation Correlation Analysis Results

		Employee participation	Employee performance
Employee participation	Pearson Correlation	1	.583**
	Sig. (2-tailed)		.000
	N	205	205
Employee performance	Pearson Correlation	.583**	1
	Sig. (2-tailed)	.000	
	N	205	205

** . Correlation is significant at the 0.01 level (2-tailed).

Effect of employee participation on employee performance in the Tobacco Industry in Kenya

Regression analysis was conducted to determine whether employee participation has a significant effect on employee performance in the Tobacco industry in Kenya. Table 10 presents the regression model on employee participation versus employee performance. As presented in the table, the coefficient of determination R square is 0.340 and R is 0.583 at 0.05

significance level. The coefficient of determination indicates that 34.0% of the variation in employee performance is influenced by employee participation. This implies that there exists a strong positive relationship between employee participation and employee performance.

Table 10: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.583 ^a	.340	.337	0.6910

a. Predictors: (Constant), EMPLOYEE PARTICIPATION

Table 11 presents the results of Analysis of Variance (ANOVA) on employee participation versus employee performance. As presented in the table 4.33, the ANOVA results for regression coefficients indicates that the significance of the F is 0.00 which is less than 0.05 hence implying that there is a positive significant relationship between employee participation and employee performance.

Table 11: ANOVA of Employee Participation

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.925	1	49.925	104.545	.000 ^a
	Residual	96.942	203	0.478		
	Total	146.868	204			

a. Predictors: (Constant), EMPLOYEE PARTICIPATION

b. Dependent Variable: EMPLOYEE PERFORMANCE

The study further determined the regression coefficients of employee participation versus employee performance and the results are presented in table 12. The findings show that the relationship between matters concerning employee participation and employee performance is positive and significant ($\beta=0.490$, $p=0.000<.05$). This demonstrates that employee participation has a significant effect on employee performance.

Table 12: Regression Coefficients

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.029	0.151		13.422	.000
	EMPLOYEE PARTICIPATION	0.490	0.048	0.583	10.225	.000

a. Dependent Variable: EMPLOYEE PERFROMANCE

Hypothesis Testing

The alternative hypothesis is the statement the study would want to be able to conclude that it is true. Pegged on the presented information, the alternative hypothesis test determines whether to reject the null hypothesis. The p value will be used to make the determination, and If the p-value is less than or equal to the level of significance, which will be the cut-off, and this may lead to the failure and rejection of the null hypotheses (Hartshorn, 2017).

Table 13: Hypothesis Testing

Objective	Hypothesis	Statistical test	Criterion
To determine the effects of employee participation on employee performance in the Tobacco industry in Kenya	H0: employee participation has no significant effect on employee performance in the Tobacco industry in Kenya.	-Karl-Pearson's coefficient of correlation	Reject H0 if ρ value ≤ 0.05 , otherwise accept H0 if $\rho > 0.05$

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter discusses the summary of findings, conclusions and recommendations of the study on the effect of employee participation on employee performance in the tobacco industry in Kenya.

Summary

The general objective of the study was to establish the effect of employee participation on employee performance in the tobacco industry in Kenya. The study specifically; examined the effects of employee participation analysed the effects of quality circles channels determined the effects of collective bargaining the effects ownership, on employee performance in the Tobacco Industry in Kenya. The study found out that employee participation, quality circles, effects of collective bargaining, the effects of ownership have significant positive effects on employee performance in the Tobacco Industry in Kenya.

Employee participation

The study found out that employee participation affected employee performance in the Tobacco industry in Kenya. It was established that crucial factors on employee participation such as extent to which employees participate in organization activities and decision making, encouraging quality circles among employees, appreciation of collective bargaining, employee involvement in matters concerning ownership, inclusion in committees and formal groups and allowing for consultations exercises with employees had an effect the performance of employees in the tobacco industry.

On average, majority 40.8 percent of the respondents were in agreement that all the employee participation factors were embraced in their respective organization (14.4 percent strongly agree and 26.4 percent agree), 22.6 percent were neutral and 36.6 percent were in disagreement (17.2 percent strongly disagree and 19.4 percent disagree) that all these factors were emphasized within their organization.

Indeed, a human resource manager must be able to embrace employee participation in order to benefit in increased employee performance. Employee participation may appropriately address employee's issues that concern at the work place through and by embracing employee participation the managers may close gaps on grapevine, and boost performance. employee participation may minimise mistakes and encourage employee retention in the organization. The study agrees with the findings of a study done by (Chimmaobi, 2020). On employee participation in decision making, and its impact on its employee performance the study results showed that employee participation has positive effect of performance. the study recommended that organizations could encourage free flow of decisions making in order to enhance performance also employee participation enables an environment of creativity and innovation hence significantly influencing their performance.

Employee Performance

The study finally found out that employees' approval rating of performance, allowing for employee creativity and innovation, employee absenteeism in this organization, quality of work and punctuality determined organizational performance. On average, a majority 58.2 percent of the respondents were in agreement that all the employee performance factors were emphasized in their respective organization (25.2 percent strongly agree and 33.0 percent agree), 17.5 percent were neutral and 24.3 percent were in disagreement (10.8 percent strongly disagree and 13.5 percent disagree) that all these factors were embraced within their organization.

Conclusions

The study concluded that employee Participation has a positive and significant effect on employee performance in the tobacco industry in Kenya. From the findings, the study concludes that many organizations can benefit through embracing tools such as the effects of quality circles effects of collective bargaining and the effects ownership.

Recommendations

The study found out that there was a positive relationship between employee participation and employee performance in the tobacco industry in Kenya, and therefore organizations are encouraged to embrace employee participation in order boost a healthy environment for both

managers and employee in order to achieve greater employee performance it also reduces grapevine and misunderstanding among workers and managers hence reduce the gaps of them and us relationships.

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