

**FACTORS INFLUENCING THE IMPLEMENTATION OF EMPLOYEE  
RELATIONS POLICIES IN AGRICULTURAL FIRMS. A CASE STUDY OF  
AMIRAN KENYA LTD.**

**ESTHER WAHITO KARIUKI**

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**DECLARATION**

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

Student's Signature: ..... Date: .....

**ESTHER WAHITO KARIUKI**

**BCOM/18/00159/1/20**

This proposal/thesis has been submitted for examination with my approval as University Supervisor

Supervisor's Signature: ..... Date: .....

Dr. Patricia Chemutai

The Management University of Africa

## **DEDICATION**

This project is dedicated to my parents Grace Wambui and James Kariuki and my brother Peter Gichohi for the prayers and encouragement they've consistently given me throughout my pursuit of this master's degree, may the Lord, God Almighty, shower them with abundant blessings.

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## **ABSTRACT**

This study's objective was to look into the variables influencing the application of employee relations policies. The particular goals were to ascertain the impact of leadership and communication on the execution of employee relations policies at Amiran Kenya Ltd. and to identify the effect of communication on employee relations policies. To figure out how training affects the way employee relations policies are implemented, how organizational culture affects how employee relations policies are implemented, and how government law affects how employee relations policies are implemented. The organization's management and other investors gain from the study. The study was constrained by respondents' uncooperativeness and confidentiality. The study's focus was centered in Amiran, Kenya. The descriptive research design was utilized in this investigation. There were 290 responders in the target population. 48 respondents were chosen for the sample size by the researcher using a straightforward stratified random sampling technique. Data was gathered by questionnaires, examined with statistical software, and then shown with tables and pie charts. The results were summarized as follows: 87% of respondents said they were in favor of communication, 74% said they were in favor of leadership, 82% said they were in favor of training, 95% said they were in favor of government policy, and 80% said they were in favor of culture. This demonstrated how important the factors are in determining how employee relations rules are implemented. Management of the firm should make sure that there is effective communication with the important players so that they have the knowledge required for the procedure for implementation. The managers of the organization should make sure they have the most effective leadership style. In order to improve employee performance, employee training have to be taken into account. The management of the organization should use every effort to guarantee that it complies with government regulations and obeys its orders. It is imperative for management to possess an awareness of the current corporate culture and to ensure that implementations align with this framework.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>US</b>	-United States
<b>UK</b>	-United Kingdom
<b>NGO</b>	-Non-Governmental Organizations
<b>TQM</b>	-Total Quality Management
<b>PRD</b>	-Product Requirement Document
<b>HRP</b>	-Human Resource Planning
<b>HRM</b>	-Human Resource Management

## **OPERATIONAL DEFINITION OF TERMS**

Organizational culture	-The system of principles, ethics, and customs of an organization.
Management	- Effective way of carrying out daily activism in an organization.
Leadership	-Method of leading an organization
Productivity	-This is an output of an organization
Training	-Passing skills to someone

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction**

The study's background, the company profile, the problem description, the goals of the research, and the research questions are all presented in this chapter. The importance, constraints, and parameters of the research are also covered in this chapter.

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

The origin of current employer-employee relations in Kenya can be traced back to the introduction of capitalism during British colonization. Kenyan trade unionism first became noticeable in the Kenya-Uganda Railway, which at the time was a significant employer. The relationship between an employer and employee has evolved over time from one of master and servant to one of employer and employee. This is a mutually agreed upon, reciprocal relationship. The goal of employee relations is for a company or organization to establish and maintain a healthy working relationship with its workforce. Most employers desire contented and happy employees. Employees that are happy with their jobs do better, are more devoted to the organization, and strive to meet goals and objectives. You therefore cannot afford to ignore the crucial field of employee relations, but it frequently falls to the back burner due to the pandemic's instability and the upheaval that the world saw in 2020 and 2021.

This is to be expected; with everything else going on, employee relations do not seem to be an essential concern. However, in these circumstances, employee connections are considerably more crucial than usual. Furthermore, if ignored for an extended period of time, it may have negative effects on your group and business. All parts of human resource management that deal

directly or through collective bargaining with employees in places where trade unions are recognized are collectively referred to as employee relations. Generally speaking, employee relations is about managing the connections between employers and employees. These connections address concerns pertaining to employment, codes of ethics, and agreements regarding terms and conditions of work. They won't always be covered by cooperative regulations or collective bargaining agreements. Therefore, employee relations encompass a wider range of the work relationship than industrial relations, which are typically thought to be basically concerning relations between management and trade unions. This broader definition acknowledges the trend in employer-employee relations away from collectivism and toward individualism. Formal protocols, guidelines, and channels of communication are all encompassed within employee relations. However, line managers and team leads handle employee relations informally on a daily basis by acting mostly on their own initiative, outside the scope of employment and employee relation laws.

### **1.1.1 Global Perspective on Monitoring and Employee Relations Policies**

According to Cappelletti and Tavis (2016), employee relations is the frequent discussions regarding performance and development that shift the emphasis to preparing the organization's people for competitiveness in the years to come." Employers utilize performance appraisals as a tool to determine if employees have met their goals and objectives, both annually and on a monthly basis. Measuring past goal accomplishments, creating new, realistic goals, creating an individual development plan, and determining whether an employee aligns with company values are the objectives. The term employee relations describe an organization's initiatives to maintain a constructive, pleasant rapport with its workforce. (McNamara, Meghan) The human resource department of a firm oversees this, which boosts employee morale and motivation by monitoring

the working environment, pay and benefits, reward and recognition programs, life-work balance, and employee safety. Thus, the goals of employee relations include employee retention and enjoyable experiences. The main goals of employers are to ensure that workers are happy, feel appreciated, and informed so that they can decrease attrition and boost retention. In exchange, workers will more likely stay in the company. "Employee relations comprises performance management, handling complaints and conflicts at work, and establishing and enforcing workplace policies and procedures." (Dilip Kumar, Deepak Kumar, 2018). When an employee's behavior in an organization is unsatisfactory or below expectations, corrective action should be taken. One such approach is the progressive discipline approach, in which the employee receives clear warnings about their actions and the consequences of continuing to behave in an unsatisfactory manner. This broader definition acknowledges the shift in the relationship between employers and employees from collectivism to individualism. Formal processes, protocols, and communication channels are all part of employee relations. However, staff interactions are handled informally on a daily basis by team leaders and line managers, primarily using their own initiative, without following the guidelines of employment and employee relations policies.

Employee relations pertains to the endeavors of an organization to maintain a constructive and pleasant relationship with its workforce. In 2023, (Meghan McNamara). The human resource department of a firm oversees this, which boosts employee morale and motivation by monitoring the working environment, pay and benefits, reward and recognition programs, life-work balance, and employee safety. Thus, the goals of employee relations include employee retention and enjoyable experiences. Employers' main goals are to keep workers happy, make them feel important, and keep them informed. By doing these things, they can lower turnover, boost

retention, and enhance the likelihood that workers will stick with the company. Employee relations comprises performance management, handling complaints and conflicts at work, and establishing and enforcing workplace policies and procedures." (Dilip Kumar, Deepak Kumar, 2018). At times the employees' behavior in a company are wanting or are not at the intended level hence a corrective action should be adopted, such as a progressive disciplinary strategy, whereby the employee is given explicit warnings including penalties of non-improvement. Regardless of whether one views employment relations as formal or informal, organized or unstructured, it is the study of job regulation and the creation and enforcement of rules that govern them. Employee relations can be defined as a framework or network of laws governing employment and workplace conduct. According to the industrial relations systems theory, the system's job is to create the procedural norms and regulations that control how much is shared throughout the bargaining process and how the parties engaged, or the actors in the scene, connect to one another.

### **1.1.2 Regional Perspective on Monitoring and Employee Relations Policies**

The organization's concept regarding the desired nature and appropriate handling of relations between management and employees and their unions is expressed in employee relations policy. In addition to providing a reasonable method for resolving disputes over pay, work hours, and other terms and conditions of employment, this policy aims to establish reasonable guidelines and procedures between the company and its employees. It also promotes, coordinates, and maintains channels of communication. By keeping abreast of developments in employment laws and regulations, human resource policies give a business a way to control risk. The rules should be designed to benefit all employees while being true to the primary goal and supporting the company's vision and human resources as they work towards it. Creating and preserving a

cooperative, trusting, productive, and positive work environment should be the overarching goal of the policy. Because of this, they serve as the foundation for stating management's positions on important issues like collective bargaining and union recognition. It is in the best interests of the country for the government, management, and labor force to acknowledge that mutual understanding and consultation play a crucial role in enhancing an endeavor's efficiency and productivity, and that progress can only be achieved on the basis of favorable employment terms and conditions, which include income security and job security as well as improved working conditions.

The caliber of the personnel and training has become essential since productivity and quality are now key factors in competition. A shorter product life has increased the demand for workers with a variety of skills who are simple to train. According to Cheng, M., Adekola, O., Albia, J. and Cai, S. (2022), employee skills are now a significant factor in determining not only flexibility, productivity, and quality, but also employability, investment, and the capacity to quickly adjust to changes in the market. In the given situation, companies have established dependable and cooperative working relationships with their workforce in an effort to reduce conflict and foster commitment via worker participation and communication. More than ever, companies must work to create a mutually beneficial atmosphere where workers feel valued and respected and where owners believe they are receiving fair treatment (G Zhenjing 2022). Furthermore, employee performance reviews are at the center of a number of worldwide Human Resource Management (HRM) difficulties (Steven et al., 2015). For the purpose of acknowledging and rewarding them when needed, employees must receive an accurate appraisal of their job (Francis & Brain,). Both the appraiser and the appraisee must get proper training and preparation in order for the procedure to be successful. Additionally, according to Appelbaum et

al. (2017), supervisors should be equipped with abilities in management, coaching, counseling, dispute resolution, performance standards formulation, pay-tying integration, and employee feedback.

### **1.1.3 Local Perspective on Monitoring and Employee Relations Policies**

Greater alignment of the performance management systems now in use is the goal of the Kenya Rapid Results Initiative (RRI) (GOK, 2008). It focuses on techniques and equipment for monitoring and reporting operational performance. This calls for a performance evaluation system that produces accurate outcomes and appropriate alignment of leadership competencies. Evaluation is not only a matter of adopting the appropriate form or procedure, but it's rather dependent on the openness and willingness of the parties to conduct it rightly (Francis & Brain, 2019). The Kenya Vision 2030 promotes a collaborative strategy to working with as many stakeholders as possible in the public, corporate, and private sectors (GOK, 2007). Consultation is required during the employee performance review process in Kenyan public universities. The government also understands the necessity of an accountable and transparent democratic culture. Performance reviews for employees are a tactical instrument that raises the bar for government service generally and increases accountability to the public. In the highly competitive global market of today, this will provide an advantage (Schiavo-Campo & McFerson, 2008). Supervisors ought to make an effort to carry out performance evaluations that provide a constructive means of inspiring staff members. However, in most situations, the procedure might stay ineffectual since the parties concerned would react defensively. In 2010—Mathison and Vinja. Since accuracy has a big impact on appraise emotions like satisfaction and acceptance of

the appraisal results, accuracy in employee performance appraisals is crucial (Chen, 2016). Accurate appraisal of the employee performance has been viewed as a cornerstone to organizational success (Judge & Ferries). Appraisals can also point out the necessity for provision of essential resources and perhaps need for incentive through rewards (Mondy & Noel, 2015).

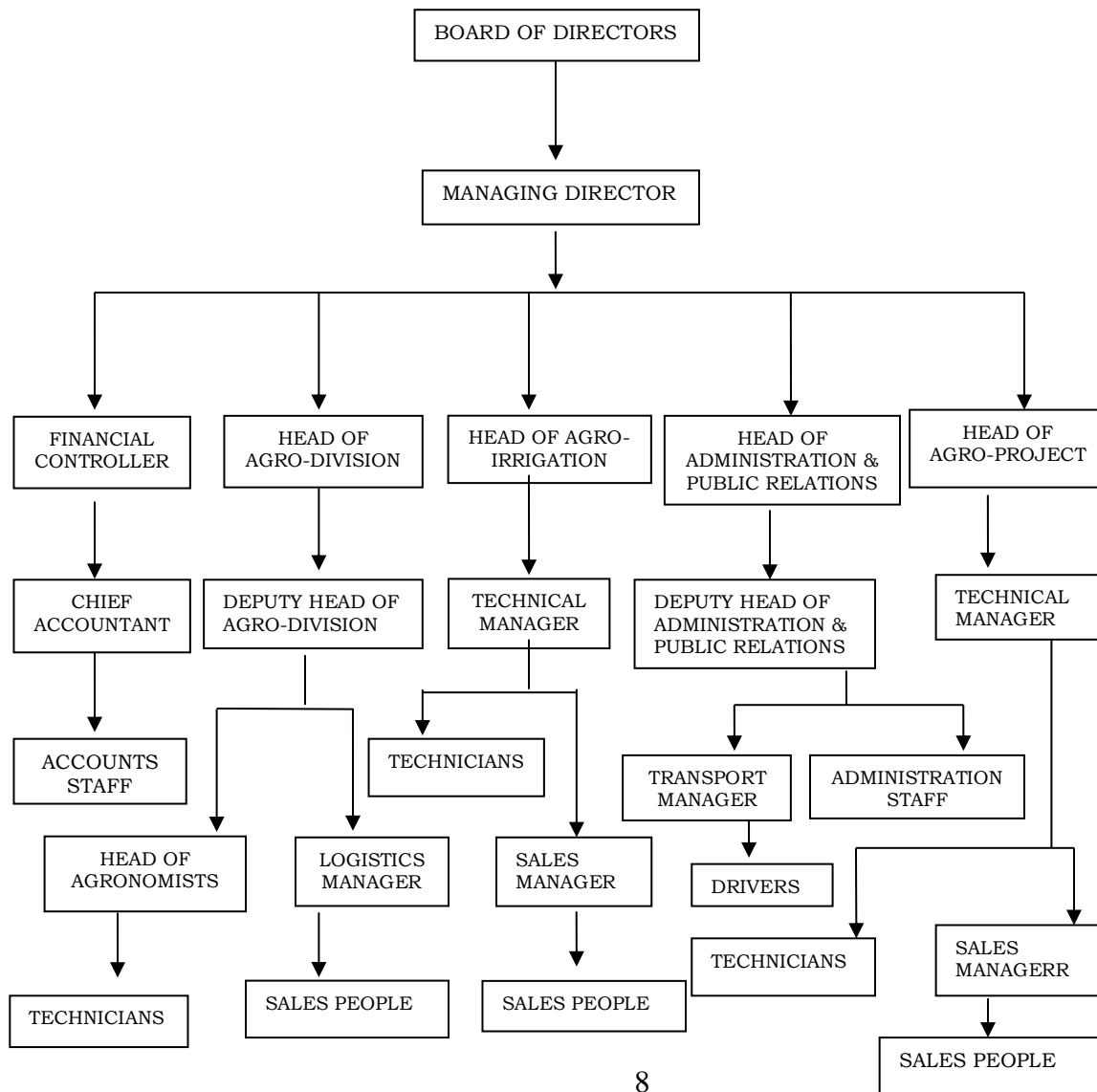
#### **1.1.4 Profile of Amiran Kenya Limited**

Established in 1963, Amiran Kenya Ltd has been a major player in Kenya's and East Africa's horticultural and floriculture sectors. Amiran has grown over the years and is now a pioneer in solar energy, generators, water purification, telecommunications, and other fields. Amiran Kenya has developed into a “one stop shop” for all of Kenya’s agricultural requirements over decades of collaboration with the country’s large and small farms. Amiran has been instrumental in propelling Kenya's floriculture business to the forefront of the global floriculture industry, but it hasn't lost sight of the concerns of small-scale farmers who make up 75% of the population of Kenya agricultural output, as well as growers of cereals and horticulture.

Amiran Kenya produces a wide range of agricultural goods, such as seeds, fertilizers, and pesticides. It also engages in both large- and small-scale agro-projects, utilizing cutting-edge technology to power irrigation systems, climate control systems, and water monitoring devices. More than 90% of Kenya's greenhouses and 80% of the irrigation equipment used by the floriculture industry are constructed and maintained by Amiran. Amiran has prioritized the small-scale farmers sector in its daily operations, hoping that by doing so, it will be able to help Kenya maintain its position as a supplier of horticultural inputs to Europe and the rest of the world, while also meeting the food and income needs of small-scale farmers and their families. Amiran currently supplies and supports large and medium-sized growers in Kenya in the

floriculture, horticulture, sugar cane, and coffee sectors. Amiran has made the decision to target Kenya's schools, the source of the country's future generation of farmers, in an effort to spread the message that "Farming is cool and profitable" as more and more young farmers join the agribusiness revolution.

**Figure 1 The Organizational Structure of Amiran Kenya Ltd**



**Source: Amiran Kenya Ltd (2024)**

## **1.2 Statement of the problem**

Despite Amiran Kenya Ltd's significant contribution to elevating Kenya's floriculture industry to a global leadership position and its unwavering focus on meeting the needs of small-scale farmers, who account for 75% of the country's agricultural sector, as well as growers of horticulture and cereals, the country's employee relations are woefully inadequate. Employee policies that specify employment laws and acceptable workplace conduct are not spelled out in writing. In many firms, poor working relationships between employers and employees are a persistent problem. Poor service delivery within the organizations is a result of these bad working relations. Inadequate communication channels can also result in subpar service delivery since staff members are never clear about what is expected of them. Employees begin to question the source of knowledge when it is not freely shared, even if it is intended for them. This may have an impact on the provision of services, which may lead to subpar performance. Any information on employees' rights is kept confidential because the majority of organizations do not recognize trade unions that act in their best interests. Employees who learn of such information, particularly when collective bargaining is involved, often turn their focus elsewhere and provide subpar customer service. At Amiran Kenya, working conditions have a significant impact on both service delivery and employee performance. Employees begin to question the

source of knowledge when it is not freely shared, even if it is intended for them. This may have an impact on the provision of services, which may lead to subpar performance. Any information on employees' rights is kept confidential because the majority of organizations do not recognize trade unions that act in their best interests. Employees who learn of such information, particularly when collective bargaining is involved, often turn their focus elsewhere and provide subpar customer service.

There are several obstacles in the way of Amiran Kenya Ltd.'s employee relations policy implementation, which limits the policies' ability to effectively promote a happy workplace. These could show up in the employment terms and conditions that cause industrial unrest in the flower industry organizations (Omilo 2006). Even though these regulations have been established, there is a clear lack of implementation, which can result in low morale among staff members, unhappiness, and eventually decreased productivity. Studies show that a number of elements, including as organizational culture, communication effectiveness, leadership styles, and training initiatives, affect how well employee relations policies are implemented. On the other hand, there is scant empirical data pertaining to the precise impact of these elements on the implementation process in the context of Amiran Kenya Ltd, such as Shaban, Zubi, Ali & Alqotaish, (2017:1-7) who cite the fact that low morale can have a domino effect on other undesirable workplace symptoms like low productivity, absenteeism, unstable employment, and a host of other undesirable workplace phenomena. Employee relations are made even more difficult by the dynamic nature of the workplace and outside factors like shifting labour regulations and economic situations.

The suitability of the policies and procedures in place as well as the necessity of a comprehensive examination into the obstacles to their successful execution are seriously called

into question by this circumstance. To improve employee engagement and organizational success, it is necessary to comprehend these issues and devise solutions that can augment the application of employee relations policies. In order to provide insights that can guide management practices and policy revisions, this study seeks to pinpoint the precise elements that impact Amiran Kenya Ltd.'s implementation of these policies.

### **1.3 Objective of the study**

#### **1.3.1 General Objective**

The general objective is to determine the factors influencing the implementation of employee relation policies in agricultural firms A Case Study of Amiran Kenya Ltd.

#### **1.3.2 Specific Objectives**

The study's particular goals were to:

- i. To determine the influence of firm communication on the implementation of employee relations policy in agricultural firms in Kenya.
- ii. To determine the influence of organizational leadership on the implementation of employee relations policy in agricultural firms in Kenya.
- iii. To determine the influence of staff training on the implementation of employee relations policy in agricultural firms in Kenya.
- iv. To determine the influence of employee relations rules on the implementation of employee relations policy in agricultural firms in Kenya.

### **1.4 Research questions**

- i. What is the influence of firm communication on the implementation of employee relations policy in agricultural firms in Kenya?

- ii. How does the organizational leadership influence the implementation of employee relations policy in agricultural firms in Kenya?
- iii. What is the effect of staff training on the implementation of employee relations policy in agricultural firms in Kenya?
- iv. How do the employee relations rules influence the implementation of employee relations policy in agricultural firms in Kenya?

## **1.5 Significance of the Study**

### **Management**

The purpose of this study was to determine how knowledge affects employee relations with employers and employees. It also seeks to educate management on how employee service delivery is impacted by the relationship between them and their staff. The study's conclusions will assist management develop appropriate plans that will improve employer-employee relations and help the company develop a culture where employees trust their employers and vice versa. The organization will be able to develop motivated and successful staff as a result of the study, offering its clients high-quality and efficient service.

### **Government**

The government would gain a great deal from the study since it will shed light on the significance of implementing employee relations policies across all firms and the advantages of positive employee relations, which result in increased productivity, fewer strikes, and teamwork. Since the study would have identified the reasons and remedies for implementing employee relations rules, industrial discontent will be a thing of the past. The results would be put to use to improve labor relations and lessen losses resulting from labor unrest.

### **Employee**

The study's conclusions will make it possible for staff members to speak with upper

management. Employee participation in organizational decision-making will be possible due to organizational flexibility. It is expected that the study's findings will look at the multifaceted nature of the connections that employees have with their employers, clients in company, and other employees. After examining the legal arrangements, the social-psychological aspects of trust, commitment, influence, and communication are examined in the examination of work relationships. Overall job satisfaction is more influenced by the caliber of work relationships than by salary or benefits. A "good job" is primarily defined by the quality of the employment connections.

### **Other Researchers**

In terms of her own expertise, the researcher will be able to learn more about topics that she was unaware of prior to conducting the research. The researcher would possess enhanced knowledge regarding the reasons behind inadequate execution of employee relations policies, the repercussions, and potential remedies related to policy implementation.

The study's findings will support the secondary data collection efforts of other academics studying the effects of implementing employee relations policies. Research is a continual process; therefore, other researchers will use the findings to improve or change their own study as well as fill in any gaps left by this one.

### **1.6 Scope of the Study**

The investigation was limited to Amiran Kenya Ltd, which is located in Embakasi on Old Airport North Road. It looked into what influences how employee relations rules are implemented in businesses. The study was carried out by the organization's Human Resources Department, with a sample size of 51 and 392 as the intended audience. The research was conducted between April–June of 2023.

## **1.7 Chapter Summary**

In this chapter, the researcher has discussed the background of the Study by stating that the relationship between an employer and employee has evolved over time from one of master and servant to one of employer and employee. This is a mutually agreed upon, reciprocal relationship.

The researcher has also discussed the statement of the problem. He stated that, despite Amiran Kenya Ltd's significant contribution to elevating Kenya's floriculture industry to a global leadership position and its unwavering focus on meeting the needs of small-scale farmers, who account for 75% of the country's agricultural sector, as well as growers of horticulture and cereals, the country's employee relations are woefully inadequate.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter offers reviews of the theoretical literature, a critical analysis of the study, and, lastly, an overview of the research done in relation to the issue being studied, not to mention the conceptual framework.

#### **2.1 Theoretical Literature Review**

##### **2.1.0 Resource-Based View Theory**

As per Armstrong (2018), the resource-based view theory views an organization as a collection of potential services, a set of dynamic resources, and an administrative link. It focuses more on the promotion of sustained, vigorous benefit through the development of human capital than it does on directing human resources only toward current strategic objectives. According to resource-based theory, a company's organizational culture determines its long-term performance since it is unusual, valuable, hard to replicate, and non-substitutable. Over time, these strategic cultures can serve as the cornerstone for the development of strong skills that can result in exceptional performance. Barney and Grant (2016) elaborated on this hypothesis, stating that an organization's internal resources and cultures determine how successful it can be.

Understanding how organizational culture policies significantly impact an organization's performance is made easier with the help of the resource-based perspective. It goes on to explain why maintaining a strong corporate culture is essential for maintaining a long-term competitive advantage and market relevance. The major goal of organizational culture in the organization enhances competitive position of a corporation. Human resource management is viewed as the cornerstone of a company's success in the resource base view of its resources.

### **2.1.1 Human Capital Theory**

According to Becker's (2015) assessment, emphasizes development and training as a source of capital (Schultz, 2017). According to Robert (2018) and Psacharopoulos & Woodhall (2018), it is well known that rapid development in Asian countries throughout the 1970s and 1980s involved significant resource allocation for human capital. In the past, businesses believed that training and development should be kept to a minimum. Organizations today see training and development as high-yield investments that belong in the company's investment capital since this perspective has been altered. Thus, capital investment that has been carefully considered must serve as the foundation for all choices and evaluations pertaining to human resource development and training. According to Schultz (2017), knowledge and talent are both a form of capital that results from the company's intentional growth. The idea behind human capital theory suggests investing in workers through ongoing training and education. Schultz links obtaining a production platform with the acquisition of abilities and knowledge. Individuals create, retain, and use information and skills. As individuals acquire academic resources, their understanding and expertise are enriched through the synergistic interplay of social connections and organizational resources. An organization's institutionalized knowledge is also a result of this relationship. The thesis establishes how important employees are to the company's value as a whole, demonstrating how HR procedures provide profits for investors. (Armstrong, 2012).

### **2.1.2 The contingency theory**

It illustrates how, in the study of organizational behavior, situational events can have an impact on the connection between dependent and independent variables. Dependent and independent variables are the two types of contingency variables that might have an impact on an organizational structure. The contingency theory was put up by Michel Mitrook, Amanda Cancel, Glen Cameron, and Lynne Sallot in 1997 in order to draw attention to the important aspects of how a public relations professional helps an organization's external publics communicate with it. The contingency theory presents an alternative approach to the highly prescriptive nature of the excellence theory in public relations, pioneered by James Grunig, which is founded on the concept of two-way symmetrical communication in public relations.

The contingency theory considers various contingent factors in the strategies employed by organizations when engaging with their external audiences, thus addressing the question of "what method will be most effective at any given time." The contingency approach diverges from the normative elements of the excellence theory by asserting that genuine excellence should empower public relations to choose the most suitable strategies for the organization and its audiences at any given moment. It also acknowledges that antecedent, mediating, and moderating variables may lead to varying degrees of accommodation during organizational-public communication.

## **2.2 Empirical Literature Review**

### **2.2.1 Firm communication and the implementation of employee relations policies**

Many scholars have tried to give a definitive meaning to communication. In the view of the Association of Perioperative Practice, communication originated from the Latin word *communis*. Lunenberg (2010) agrees with them that communication has its root in Latin from the word *communis*. However, he asserts that it means ‘common’, which suggests that there must be a common understanding of the message between the source and the receiver concerning the message being communicated. The general view of communication is that it is an interaction within a social context. Communication usually involves a sender (source) and a receiver. It involves the interlocutors exchanging signals. These signals could be verbal or graphic, it could be gestural or visual (photographic). In essence, communication involves using codes that are done with the eyes, body movement or sounds made with the voice. Whichever way it is

done, there is always a process in which someone initiates a meaning intent that is passed to the interlocutor (receiver). Daniel (2016) asserts that it is when feedback, which involves the receiver responding to the signal by initiating another circle of meaning exchange, has been sent to the sender (source) that the communication process has gone full circle and become complete. Many scholars have tried to give a definitive meaning to communication. In the view of

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According to Daniel (2016), communication is the method by which members of a company communicate information on how the communication process works. It does not need attention to the media of communication, but rather to the interpersonal relationships within the company. He emphasized that the development and upkeep of a communication system is the primary responsibility of the executive branch and that communication must be given central position in organizations because it virtually determines the extent and scope of the structure. The realization of good quality's long-term availability is essential to the information system's sustainability. In order to maintain a low caseload and affordability for consumers, the sustainable sector needs to be able to provide on-demand services. It also needs to improve internal capacity to support innovation and help new challengers operate their businesses profitably by implementing appropriate accounting and planning management systems. Communicate their ideas with warmth and compassion. Effective communicators are considerate

of others' needs and willing to have a real conversation with their staff. These managers promote open communication both up and down the chain of command, performance reviews, and job instructions. This creates a better work environment that helps the organization achieve its goals and provide high-quality services.

Ultimately, Westin (2012) emphasizes, communication serves as our primary means of receiving others' perspectives and opinions due to our lack of direct access to them. All parties involved in the communication process and event, in particular, must be able to understand and use this type of communication effectively. The business's lifeblood is communication. Without efficient internal and external communication, no firm can grow. He emphasized that good communication is a management quality that is beneficial for handling conflict both inside and outside the organization, making decisions, and maintaining productive relationships. It is impossible to implement decisions properly without timely communication.

Saleemi (2013) emphasized the need of communication for an organization's overall well-being. Information on a variety of business aspects, the viability of the project being undertaken, and the organizational culture involved are required at the decision-making step. All of this calls for open communication in both directions between managers and staff members at all times. Behavior of communication inside the organization and includes the following, behaviors can emerge when an organization is growing. It frequently concentrates on issues related to efficiency.

They frequently create systems that generate large amounts of data in their entirety, but raw data doesn't seem to convey the importance of communication or the idea that things just happen. They are unsure on what to say in this situation. Finally, because they are overly busy and lack the opportunity to speak with each subordinate on a regular basis, managers in other situations

prefer to isolate themselves. In this instance, time plays a significant role in communication behavior by erecting a barrier between management and staff. Communication barriers can only be removed by creating more efficient programs and channels. Effective communication can play a significant role in facilitating high-quality decision-making, ultimately leading to increased profitability and improved organizational longevity. As a result, a favorable environment for decision-making will be created. It is also critical to communicate with the staff because their performance is influenced by their rapport with upper management and how well they understand their own and the organization's objectives. More influence over how a message is understood than its actual content can be exerted by the rules that customer service representatives follow. The firms should concentrate on other forms of communication, such as theatrical genres including drama, skits, lyrics, and oral narrative, which can effectively convey life insurance messaging, rather than focusing on media portrayals of negative effects associated with life insurance. Zineb, 2010).

Studies conducted in 2010 by Falcon indicate that communication is a means of giving the relevant information to the relevant parties. Information should be promptly given to interested parties and staff. Members of an organization can express their feelings about their jobs, other officials, and the organization through communication, which satisfies their social requirements. We drive and influence other people through communication. Communicate our ideas and sentiments, be open about how we are feeling, provide, receive, and exchange information, and make sure that the organization's formal structures are kept intact by going through the proper route that it specifies.

According to Newton and Summer (2004). As a result, communication is a two-way process that ends when the information recorder responds. Bernard emphasized that as communication

approaches virtually totally determine an organization's structure, extensiveness, and breadth, communication needs to play a fundamental role in organization theory. According to him, administration and organization must be constructed on the foundation of communication. He continues by arguing that creating and maintaining a communications infrastructure is the primary executive role. Suggest that a meticulously designed training program should result in reduced waste and spoilage, enhanced product quality, increased production rate, improved morale, decreased grievances, as well as greater efficiency and productivity. They also state that the use of color and electronic aids is not the only factor in better communication.

For an employee to function well and help the company, communication needs to be clear, concise, and unambiguous. Ineffective communication will reduce competitiveness and efficiency, which will impact service delivery (Goodrich, 1970). Hence, it is possible to view communication as the cornerstone around which administration and organization must be constructed. Inefficient communication negatively impacts service delivery by causing delays as recipients struggle to comprehend the message being conveyed. The foundation of efficient communication in companies is the dissemination of only pertinent and true information. The way people communicate inside companies has drastically altered as a result of technology. For instance, workers now have access to more full information to make decisions more quickly and have more possibilities to work together and share information.

According to DeCenzo & Robbins (2005), an organization's complaint mechanism is intended to prevent employees from contesting acts that have taken place within the company and from asking for help from the corporation to address the issue. For instance, the complaint system gives an employee a voice if she feels that her supervisor is evaluating her work in an unsuitable or counterproductive manner. Employee-supervisor, employee-employer representative,

employee-head of department, and employee-chief executive officer are some examples of the procedures. Although this is a sample procedure, it might not be legal in places where there are rules against unjust dismissal. Effective communication usually promotes increased productivity and job satisfaction, which enhances the provision of services. Thus, communications is the process by which individuals within an organization share information about its operations and feelings with one another through the use of words, letters, and symbols.

### **2.2.2 Organizational Leadership and the implementation of employee relations policies**

According to Heresy (2001), leadership is the act of persuading people to voluntarily pursue goals of personal development. According to Robert Tan, leadership is the process of removing interpersonal influence from a situation and directing it through communication to the attachment of specific goals. According to other writers' reviews, leadership is the process of directing an individual's or a group's actions toward objectives realized in a particular circumstance. This definition of leadership implies that the factors of the circumstance, the followers, and the leader all play a part in the leadership process. It is significant to note that no specific kind of organization is mentioned in this definition. Everyone attempts leadership at some point; this includes those in businesses, educational institutions, hospitals, political organizations, and families. Leadership manifests in any situation where an individual endeavors to influence the behavior of another person or a group.

(Mwema & Gachunga, 2014) indicated that some previous theories of leadership style categorized them based on the way in which leaders exercise their power. Three fundamental styles were rapidly being used by leaders. An authoritarian leader is one who demands obedience, is gutsy and upbeat, and who has the power to withhold rewards and penalties. Democratic or participatory leaders solicit input from their subordinates and encourage their

participation in proposals, actions, and decisions. This kind of leader can be someone who solicits input from their subordinates and takes no action without first consulting them. Free reign leaders empower subordinates by granting them significant independence in their operations. They assign decision-making power, enabling subordinates to determine their own goals and methods for achieving them. Instead of exerting direct control, these leaders focus on fulfilling their followers' operational needs, providing support, information, and acting as liaisons with the external environment.

According to DeCenzo & Robbins (2005), goes on to add that this straightforward categorization of leadership includes narrative. Even though they carefully consider the opinions of their followers before making decisions, some autocratic leaders are perceived as "benevolent autocrats." While they may be open to hearing from and considering the ideas and concerns of their subordinates, when it comes time to make a decision, they may lean toward autocracy rather than benevolence. A supportive leader is one type of participatory leader. This group of leaders may view their job as including not just seeking advice from their followers and giving thorough thought to their suggestions, but also making every effort to assist subordinates in carrying out their responsibilities. Depending on the circumstance, a manager may adopt a more authoritarian approach in an emergency. It is hard to picture a fire chief having a lengthy conference with the crew to decide how to put out a fire. Management may also be authoritarian when they are the only ones with the answers to certain issues.

Cole (2002) asserts that by consulting the subordinate, a leader can obtain a great deal of knowledge and a stronger commitment from the individual concerned. This is valid when creating verifiable objectives under the concept of managing by objectives, as was previously mentioned. Additionally, a manager working with a team of research scientists may allow them

complete freedom in crafting their starting inquiry. However, if a rule requiring employees to wear protective clothing when handling certain potentially harmful chemicals is enforced, the manager may act in an autocratic manner.

### **2.2.3 Staff Training and the implementation of employee relations policies**

Employees are the backbone of the organization. The accomplishments or issues experienced by the organization are contingent to the performance of its employees (Mwema & Gachunga, 2014). Therefore, it is vital for organizational leaders to recognize the importance of training and development in employee performance and evaluation. Enhanced capabilities, knowledge, and skills are the foundation for the organization's competitive advantage in today's global market. Although a large number of research have been accomplished in the field of training and development in employee performance, it appears that organizational leaders still experience gaps and challenges in this regard. For this reason, the goal of this article is to provide concise information about the concept of employee training, development, performance, and evaluation, as well as the reasons, impacts, approaches, benefits, and guidelines when implementing effective employee training and development opportunities, which ultimately enhance employee performance. Employees form the backbone of any organization, and their performance significantly impacts its success or challenges (Mwema & Gachunga, 2014). Therefore, organizational leaders must recognize the importance of conducting performance reviews and providing training opportunities for their employees. Enhanced skills, knowledge, and

capabilities not only contribute to individual growth but also serve as a crucial competitive advantage for the company in today's global market. Despite extensive research on employee performance and training, organizational leaders continue to encounter gaps and challenges in effectively addressing these aspects.

Therefore, this article's purpose is to give brief explanations of the performance, evaluation, and employee development ideas. It also discusses the rationale, ramifications, strategies, benefits, and recommendations for implementing effective employee development and training initiatives, which in turn improve employee performance. Training is crucial to keeping a motivated and effective workforce. The necessity for ongoing training is increased by burnout and the quick changes in technology and manufacturing techniques. This will assist in keeping the workforce up to date, boosting their morale, and honing their work ethic. Training facilitates the acquisition of new knowledge, the development of fresh skills, and the execution of tasks in a more proficient and refined manner compared to previous performance. Teaching staff members how to carry out specific tasks or jobs is one of its goals.

Asim (2013) asserts that the possession of pertinent skills by all employees is a critical component of an organization's seamless and effective operation. Prior to starting work, new hires must complete some sort of training, and current employees must continue their education to stay up to date with advancements in technology. Thus, it is necessary for employees to receive periodic training in order to improve their performance in their current roles and to get them ready for potential promotions, transfers, and the adoption of new technology and procedures. Improved competences result in increased retention and performance.

According to Cole (2002), typically start by determining what kind of training they actually need. in compliance with a methodical process. A process like this would require examining the

need for training from several angles. The organization comprises the company's needs, the functions of each department, the roles within occupational groups, and the individual personnel. The specific viewpoint used will depend on the situation. For instance, a corporate perspective must be adopted if changes in the organization's external environment are putting pressure on internal transformation. On the other hand, efforts will be concentrated on the occupational group of that particular employee category if the problem is one of skill improvement. Organizations typically assess training needs in reaction to operational flaws that are brought to their attention by line managers or in order to adapt to changing circumstances. The first justification implied that training needs analysis has a firefighting component. The latter imply that it can also be implemented as a component of an organization's planned change. Training, like any other company activity, can become highly wasteful if not organized and managed properly. Without a rational, systematic approach, some training may be provided unnecessarily, while essential training may be overlooked. Additionally, the scope of training may be either excessively limited or expanded beyond what is necessary. Upon completion of the training, validation will indicate its level of success. It will make an effort to calculate the costs and rewards of accomplishing its objectives and assessments (Jehanzeb & Bashir, 2013).

According to Robbins (2005), employee training is an educational process aimed at fostering a long-term transformation in workers to enhance productivity. As a result, training entails altering one's knowledge, abilities, height, or behavior. This could entail altering an employee's knowledge base, method of operation, or mindset toward their positions, coworkers, supervisors, and the company as a whole. For instance, it's approximated that just in the United States, commercial enterprises spend billions of dollars each year on structured education and training

initiatives designed to improve the managerial competencies of their employees.

Employee training plays a pivotal role in the strategic planning of Human Resources operations. Not only does it optimize employee performance, but it also enhances the recruitment of top-tier talent for the organization (Bapna, Langer, Mehra, Gopal, & Gupta, 2013). In essence, it fosters critical thinking abilities and creativity among individuals, leading to better decision-making, customer service, complaint management, and overall self-efficacy (Elnaga & Imran, 2013). Moreover, employee training and development provide employees with the necessary skills to transition seamlessly between different tasks, which is vital for achieving high-quality work across all levels of the organization.

Employee performance is primarily the responsibility of the training function (Asim, 2013). As per Nassazi (2013), performance can manifest through enhanced productivity, adeptness in adopting new technologies, or possessing a strong work ethic. It's advisable for organizational leaders to establish benchmarks and goals to assess employee performance effectively, thus aiming to elevate overall performance levels.

According to Armstrong (2004), the most important element in preventing accidents is health and safety training. An introductory course should precede a training program. It ought to happen after a change in work style or a transfer to a new position. Rules are outlined in safety training, along with information on potential risks and how to mitigate them. It is recommended that additional refresher training be given and that specific courses be taken to address novel aspects of health and safety or areas where safety issues have surfaced. Is the purpose of employee training to enhance skills or broaden knowledge so that the worker is competent in his current post, or is it to position the worker for a promotion with more responsibility? Individual and organizational progress should be integrated, though; individual growth is not a goal unto itself.

(Assazi, 2013) the attainment of a suitable degree of competency in work performance by personnel is vital for the organization's proper operation. An efficient organization wants members who are capable of taking on more responsibility within its ranks. While it is true that unstructured learning through work experience aids in development, most firms have found that it is more beneficial to regularly schedule various forms of systematic training programs as part of effective personal development programs. These programmes are unquestionably useful in assisting managers in learning the proper work procedures to attain a desirable degree of job performance and in developing skills that may prove advantageous in the event of future employment.

According to Mark (2004), the principles of the traditional systematic training cycle are significantly less progressive than those of modern, enlightened training approaches. These approaches prioritize student learning over administrative effectiveness. It is the duty of trainers to elevate people's knowledge, habits, and attitudes. Although the effectiveness of training in improving this link may be disputed, HRM is undoubtedly a more suitable mindset to have since information, behavior, and attitude are learnable. Training is traditionally defined as a methodical process that starts with need identification, moves through intervention design and implementation, ends with evaluation, and has an innate and widely accepted logic. Frequently, this reasoning is shown as a training cycle. Both managerial and administrative responsibilities are included in this training cycle's convention. Training is not the same as development. In conclusion, learning is learner-centered rather than trainer-expert-centered. There are many other ways for people to learn besides being instructed or trained. There are many more learning chances at work than merely going to training classes. People's memories and what they are taught differ from one another. A single strategy in the development toolbox is training.

According to Mwema & Gachunga (2014), training and development involve processes designed to impart knowledge, skills, and an understanding of the organization and its goals to employees. Moreover, the aim of training and development is to assist individuals in sustaining their positive performance contributions. Orientation serves the purpose of preparing employees for success by acquainting them with the company's mission, objectives, and culture. In some organizations, employees undergo orientation to familiarize themselves with the organization's values and job requirements before undergoing formal training.

#### **2.2.4 Employee relations rules on the implementation of employee relations policies**

(Kerr & Slocum, 2005) an organization's culture is shaped by its experiences and the strategies it employs to overcome internal and external challenges. These guiding principles are upheld because the organization's operations effectively address environmental challenges. New members receive training on specific business principles and practices. Any program aimed at improving organizational performance and human resource policies must consider organizational culture as a contingency factor, as it influences member behavior. It is crucial for industrial sociologists and human resources professionals to understand organizational culture, its impact on organizations, and how to manage it. Despite differing interpretations and viewpoints on organizational culture, they commonly involve coexisting norms, values, and philosophies. Many argue that organizational culture primarily fosters a sense of unity within the organization. In order to achieve this goal, a significant portion of this paper delves into the subject of organizational culture as it relates to industrial and human relations management. This research targets two internal groups within the organization: academic and practitioner research organizations, along with executive leaders and key employees (change agents) who play pivotal roles in recognizing and implementing changes in the work environment. It

examines data relevant to dialogue, emphasizing the importance of standards, albeit intangible, which businesses must pursue to enhance worker productivity and profitability. Counter cultures, comprising mutual ideas and values subtly conflicting with those acknowledged as part of the larger company culture, often revolve around an influential boss or figurehead. Such cultures may pose a challenge to the original organizational culture.

Dasanayaka and Mahakalanda (2008) suggest that maximizing employee values is seen as a rational asset requiring the development of a culture supporting individual and organizational learning, the creation of new knowledge, and a willingness to share with others to foster meaningful participation. It appears widely agreed that organizational culture is a structure distinguishing one organization from another based on shared understanding among constituents. However, upon closer examination, this common-sense framework represents a set of fundamental traits cherished by the organization. Organizational culture, also known as the structure that distinguishes one organization from others based on shared understanding among constituents, is a critical aspect in every organization. Employee communication and corporate culture significantly impact performance, reflecting workplace conditions, employee behavior, and other factors. Organizational culture plays a major role in determining organizational performance, with each business possessing a unique social structure. The work culture of a business plays a significant role in shaping its brand image and differentiating it from competitors.

Russell (in 2003). The term corporate culture is sometimes used to refer to the overall culture of a business or organization, but it isn't the best way to characterize it because large charities or non-profits may have their own distinct organizational cultures despite not being corporations.

The following is a selection of the numerous definitions of organizational culture that are available. An even more basic perspective on organizational culture is to see it as the collective response of a group to external stimuli. Any group of individuals who have been taught how to behave in a particular scenario, or who have just picked it up from those around them, is known as an organizational culture. Corporate culture operates in the same manner as any other type of social learning. Another frequently observed element of organizational culture is its deep rootedness. It is the brand of an organization, and as such, it inadvertently becomes the brand of people who labor there. This is always crucial to keep in mind because culture sometimes turns into a never-ending debate. In the end, people have just as much of an impact on culture as culture has on them. An organization's cumulative experience and past successes or failures have ingrained its culture so firmly that any attempt to change it will need a significant time, financial, and labor commitment as well as an uphill battle. In these kinds of circumstances, it's usually preferable to enlist the assistance of some experienced outsiders who haven't been exposed to or absorbed into the negative behaviors of a dysfunctional company culture. Hence, despite the fact that organizational culture has many different definitions, they all center on the same ideas: routine, beliefs, values, goals, and system; collective experience; and routine. These are ingrained in a company's fundamental identity and are taught and re-learned as well as passed on to new hires.

(Russell, 2003). The word "culture" has many different connotations. It is a Concept and Definition Review. The term "culture" is, nevertheless, most frequently employed in three main senses: superior taste in the humanities and fine arts, which is also referred to as "high culture"; and an integrated pattern of human knowledge, belief, and action that is dependent on the ability to think symbolically and socially. The collection of common beliefs, values, objectives, and

customs that define a group, institution, or organization. In Europe throughout the eighteenth and nineteenth centuries, the term originally meant a method of improvement or cultivation, similar to that of horticulture or agriculture. In the nineteenth century, it grew to mean both the realization of national goals or aspirations as well as the improvement or refinement of the individual, particularly via education. Some scientists coined the term "culture" to describe a universal human potential in the middle of the nineteenth century. " The development of people through the use of outside entities that have historically been objectified is how German non-positivist sociologist George Simmel defined culture

(Barley, 2005) The presumptions, beliefs, customs, and outward manifestations (artifacts) of the members of an organization and their conduct make up its culture. Individuals inside an organization quickly pick up on its unique culture. Culture is one of those concepts that's hard to define precisely, yet everyone can sense it. A hospital's culture differs much from that of a university, and a huge, for-profit corporation's culture differs even more from one another. Similar to how you may infer a person's personality, you can discern the culture of an organization by seeing how the furniture is arranged, what they take pride in, or what its members are wearing. One way to think of corporate culture is as a system. Contributions come from legends and heroes, legislation, professions, society, and ideals related to service or rivalry. Our presumptions, conventions, and values—such as those about money, time, resources, people, and facilities—form the basis of the process. Organizational behaviors, technology, tactics, image, products, services, or look are examples of outputs or consequences of our culture.

Tianya (2015) claims that "culture" has become a key term in anthropology, referring to all human phenomena other than those that are solely hereditary in nature. In American

anthropology, the term "culture" had a specific dual meaning: Firstly, it denoted the evolved human capacity to utilize symbols for categorizing and representing experiences, as well as for imaginative and creative endeavors. Secondly, it encompassed the diverse ways in which individuals residing in different regions of the world employed symbols to categorize and represent their experiences, alongside their creative actions. After World War II, the phrase gained significance in other fields, including management studies, organizational psychology, and cultural studies, albeit it still had distinct connotations. In actuality, culture denoted an ideal and was connected to pursuits like painting, listening to classical music, and so forth. Since these patterns were connected to urban living, "culture" came to mean "civilization." Interest in folklore, which resulted in the identification of a "culture" among the lower classes, was another aspect of the Romantic Movement. This divide is sometimes described as existing between "low culture" and "high culture," which refers to the culture of the dominant social group. Put differently, the notion of "culture" that emerged in Europe in the 18th and early 19th centuries were a reflection of the disparities that existed within those communities.

Organizational culture, as defined by Robbins & Sanghi in 2007, consists of the attitudes and practices that contribute to the unique social and psychological environment of an organization. An organization's self-image, internal workings, contacts with the outside world, and expectations for the future are all manifestations of its organizational culture, which is the culmination of all of its past and present presumptions, experiences, philosophy, and values that keep it together. It is predicated on common attitudes, convictions, practices, explicit or implicit agreements, and written and unwritten guidelines that the organization establishes over time and that have proven effective enough to be accepted. Often known as corporate culture, it takes the following forms: (1) how the company handles its customers, workers, and the general public;

(2) how much autonomy and freedom is allowed in making decisions, coming up with new ideas, and expressing oneself; (3) how power and information move through the organization's hierarchy; and (4) how committed each employee is to the group's goals. Depending on how widely it spreads within the organization, it is classified as strong or weak. It influences the company's efficiency and effectiveness while providing guidelines for customer service and care, product safety and quality, attendance and punctuality, and environmental responsibility. It also includes new product development, marketing, and advertising strategies, and production techniques. Large organizations worldwide share many characteristics, but one of the most difficult things to alter is organizational culture, which is exclusive to each organization. Organizational culture can be thought of as the organization's personality.

(Hisrich and Peters, 2007) the idea of culture is especially crucial when trying to handle change on an organizational level. Practitioners are beginning to understand that, even with the best-laid intentions, organizational change necessitates altering not just procedures and structures but also the company culture. Over the past ten years, a lot of literature has been written regarding the idea of organizational culture, especially with relation to understanding how to alter organizational culture. There is a rumor that organizational change initiatives fail most of the time. This failure is typically attributed to a lack of knowledge about the powerful influence that culture has on organizations. For this reason, a growing number of strategic planners now prioritize determining strategic values over purpose and vision

### **2.3 Summary and Research gaps**

(Mwema & Gachunga, 2014) indicated that some previous theories of leadership style categorized them based on the way in which leaders exercise their power. Three fundamental

styles were rapidly being used by leaders. An authoritarian leader is one who demands obedience, is gutsy and upbeat, and who has the power to withhold rewards and penalties. Democratic or participatory leaders solicit input from their subordinates and encourage their participation in proposals, actions, and decisions. This kind of leader can be someone who solicits input from their subordinates and takes no action without first consulting them. Free reign leaders empower subordinates by granting them significant independence in their operations. They assign decision-making power, enabling subordinates to determine their own goals and methods for achieving them. Instead of exerting direct control, these leaders focus on fulfilling their followers' operational needs, providing support, information, and acting as liaisons with the external environment.

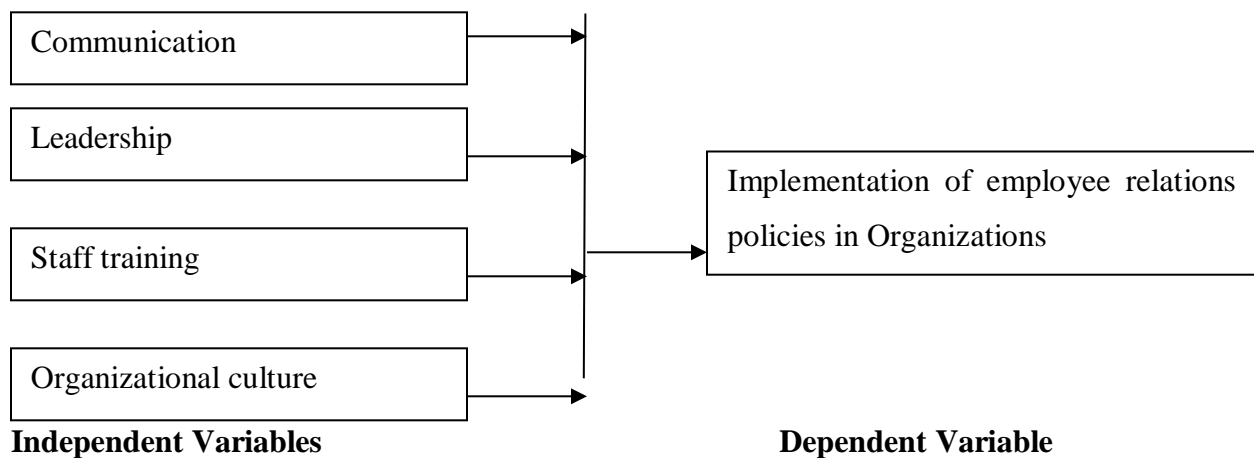
According to Cole (2002), typically start by determining what kind of training they actually need. In compliance with a methodical process. A process like this would require examining the need for training from several angles. The organization comprises the company's needs, the functions of each department, the roles within occupational groups, and the individual personnel. The specific viewpoint used will depend on the situation. For instance, a corporate perspective must be adopted if changes in the organization's external environment are putting pressure on internal transformation. On the other hand, efforts will be concentrated on the occupational group of that particular employee category if the problem is one of skill improvement. Organizations typically assess training needs in reaction to operational flaws that are brought to their attention by line managers or in order to adapt to changing circumstances. The first justification implied that training needs analysis has a firefighting component. The latter imply that it can also be implemented as a component of an organization's planned change.

Dasanayaka and Mahakalanda (2008) suggest that maximizing employee values is seen as a

rational asset requiring the development of a culture supporting individual and organizational learning, the creation of new knowledge, and a willingness to share with others to foster meaningful participation. It appears widely agreed that organizational culture is a structure distinguishing one organization from another based on shared understanding among constituents. However, upon closer examination, this common-sense framework represents a set of fundamental traits cherished by the organization. Organizational culture, also known as the structure that distinguishes one organization from others based on shared understanding among constituents, is a critical aspect in every organization. Employee communication and corporate culture significantly impact performance, reflecting workplace conditions, employee behaviour, and other factors. Organizational culture plays a major role in determining organizational performance, with each business possessing a unique social structure. The work culture of a business plays a significant role in shaping its brand image and differentiating it from competitors.

## 2.4 Conceptual Framework

**Figure 2 Conceptual Frameworks**



Source: Researcher, 2024

## **2.5 Operationalization of Variables**

### **Communication**

Communication is a multifaceted construct crucial for organizational success. To operationalize communication, various indicators can be used. Frequency of communication can be measured by counting the number of emails, meetings, or other interactions within a specified period. This is a ratio scale measure, providing a quantitative basis for analysis. The quality of communication, encompassing clarity and completeness, can be assessed through surveys using ordinal scales, such as a Likert scale ranging from "very poor" to "very good." Channels of communication, such as email, face-to-face, or virtual, can be categorized using a nominal scale. Additionally, employee perceptions of communication effectiveness can be gauged using ordinal scales.

Data analysis tools for communication include descriptive statistics to summarize the data, frequency analysis to understand the distribution of communication types, and cross-tabulation to explore relationships between different communication channels and outcomes. Correlation analysis can identify relationships between communication quality and employee performance, while regression analysis can predict outcomes based on communication frequency and quality.

### **Leadership**

Leadership within an organization can significantly influence its culture and performance. To operationalize leadership, indicators such as leadership style, effectiveness, leader-member exchange (LMX) quality, and decision-making style are essential. Leadership style, whether

transformational, transactional, or another type, can be classified using a nominal scale. Leadership effectiveness can be measured using ordinal scales, assessing aspects such as goal achievement and team satisfaction. The quality of leader-member exchanges can be evaluated using ordinal scales, providing insight into the relational dynamics within teams. Decision-making styles, such as participative or autocratic, can be categorized nominally.

Analytical tools for leadership include descriptive statistics to provide an overview of leadership styles and effectiveness levels within the organization. Chi-square tests can analyze associations between nominal variables, such as leadership style and decision-making approach. ANOVA (Analysis of Variance) can compare means across different leadership styles to determine their impact on outcomes like team satisfaction. Regression analysis can further explore the predictive power of leadership styles on organizational performance, while factor analysis can identify underlying dimensions of leadership effectiveness.

### **Staff-training**

Staff-training is essential for skill development and organizational growth. Operationalizing staff-training involves indicators like the number of training sessions attended, types of training programs, training effectiveness, and employee satisfaction with training. The number of sessions can be measured on a ratio scale, providing a precise count. Types of training programs, such as technical or soft skills training, can be categorized nominally. Training effectiveness, often assessed through pre- and post-training evaluations, can be measured using ordinal scales, capturing improvements in knowledge and skills. Employee satisfaction with training can

similarly be gauged using ordinal scales.

Descriptive statistics are useful for summarizing training data, such as average sessions attended or satisfaction levels. Frequency analysis can highlight the most common types of training programs. T-tests can compare pre- and post-training scores to assess effectiveness, while ANOVA can compare the effectiveness of different training types. Regression analysis can explore the relationship between training participation and job performance, providing insights into the return on investment for training initiatives.

### **Employee Relations**

Employee relations encompass the interactions and dynamics between employees and the organization. Key indicators include employee engagement levels, conflict frequency and resolution, employee satisfaction, and turnover rates. Engagement levels can be measured using ordinal scales, such as Likert scales assessing how engaged employees feel with their work. Conflict frequency can be quantified on a ratio scale, recording the number of conflicts within a specified period. Employee satisfaction can be evaluated using ordinal scales, capturing overall contentment with the organization. Turnover rates, expressed as a percentage of employees leaving the organization within a year, are measured on a ratio scale.

Data analysis tools for employee relations include descriptive statistics to provide a snapshot of engagement and satisfaction levels. Cross-tabulation can explore relationships between engagement and other variables, such as job role or department. Correlation analysis can identify links between conflict frequency and turnover rates, while regression analysis can predict turnover based on factors like engagement and satisfaction. Survival analysis is particularly

useful for examining turnover rates, helping to identify the time until employees leave the organization and the factors influencing this timeline.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

The research approach employed for the study is described in this chapter. The research design, target population, sampling strategy, and methods for data collecting and analysis were all part of the methodology employed in the study.

#### **3.1 Research Design**

Descriptive design was used in this study to examine the variables influencing the application of employee relations policies. A descriptive design, in the words of Kombo and Tromp (2006), is a description of the situation as it is. According to Calderon (2012), descriptive research is not limited to factual results; it can also frequently lead to the development of major knowledge principles and the resolution of pressing issues. One way to get data for a descriptive research design is to interview a sample of people or give them a questionnaire (Apuke, 2017). The material from descriptive research was well-defined, and the conclusions were definitive. It also established how frequently the variables were communicated.

#### **3.2 Target Population**

Kombo and Tromp (2006) define a population as a collection of people, things, or elements that have a common characteristic or as a whole from which samples were obtained for measurement. The top level management, middle level management, and support staff were the areas that the researcher focused on. There were 392 responders in the target population.

**Table 1 Target Population**

<b>Target Category</b>	<b>Target Population</b>	<b>Percentage</b>
Top Management	6	2
Middle Management	30	8
Support Staff	356	90
<b>Total</b>	<b>392</b>	<b>100</b>

**Source**  
:  
**Resear**  
**cher**  
**(2024)**

### **3.3 Sample and sampling technique**

The study employed a stratified random sampling design. It involved creating homogeneous subgroups within one's population and then selecting a simple random sample from each subgroup, as Kombo and Tromps (2006) point out. Because the population in this study was made up of a variety of individuals who work in various departments within the company, the stratified random sample method was the most appropriate. This approach was ideal since it could capture the essence of both the major subgroups and the general population. Because it reduced bias, the method was the best. Generally speaking, the process for taking a stratified sample involved first stratifying the population by using sample size to define several distinct partitions. The typical method for conducting a stratified sample involved first dividing the population into distinct strata based on predetermined criteria, then determining the sample size for each stratum. Subsequently, the researcher aggregated the outcomes to achieve the desired stratified sample. Consequently, the sample was selected from each stratum, representing a

portion of the respondents. In this particular instance, the researcher opted for a stratified sampling approach, selecting 13% of the target population for inclusion in the study.

**Table 2 Sample Size**

<b>Target Category</b>	<b>Target population</b>	<b>Sample Size</b>	<b>Percentage</b>
Top Management	6	1	2
Middle Management	30	4	8
Support Staff	356	46	90
<b>Total</b>	<b>392</b>	<b>51</b>	<b>100</b>

**Source:  
Researcher**

(2024)

### **3.4 Data Collection Methods and Instruments**

The researcher on the method of data collection instruments decided to use primary data and secondary data. One of the main strategies of data collection employed in the study was the utilization of questionnaires to obtain important data from the organization's department heads. Prior to collecting data in person, the researcher pretested the questionnaires. Five respondents that were part of the final data collection participated in the questionnaire protest. The researcher composed a series of questions for the survey, which was given to the participants in an attempt to elicit detailed information.

The information was then collated and statistically manipulated as part of the study. The researcher also employed semi-structured questionnaires because they were simple to calculate and gave respondents a clear way to express their ideas about the research and the subject they were looking at. The open-ended and closed-ended questionnaires were given to the

responder by hand.

### **3.5 Pilot Study**

Before conducting a full-scale research project, a pilot study, according to Creswell (2012), is a small-scale exploratory inquiry done to evaluate feasibility, time, cost, undesirable occurrences, and improve the study design. Their answers, which made up 10% of the sample size, were used by the researcher to five pretesting questionnaires. All of the questionnaires were successfully completed, indicating that the final study would be successful (Mugenda and Mugenda, 2008). The final study did not include any of the participants from the pilot trial.

#### **3.5.1 Validity**

relates to the degree to which the outcomes among study participants accurately reflect findings among comparable people outside of the study. According to Creswell (2012), validity is the creation of solid proof to support the interpretation of test results regarding the idea or construct that the test is meant to assess. A test was conducted on content validity. Professionals employed by the AMIRAN were given the questionnaire to review. They proposed a number of changes to increase the data collection tool's validity. In the end, the study created a version of a better questionnaire.

#### **3.5.2 Reliability Test**

Reliability is the extent to which a research tool produces consistent outcomes following multiple trials. Reliability of the data depends on respondents providing accurate responses. The degree to which a research instrument produces consistent results after multiple trials is what reliability refers to. Reliability needs to be established since high-quality instruments typically offer results that are fairly consistent when collected at various times. The study used Cronbach's alpha formula to verify dependability. Cronbach's alpha offers a helpful lower bound on

reliability in this method. Generally speaking, as the correlations between the items grow, so does Cronbach's alpha. Because of this, the coefficient assesses the test's internal consistency. Generally speaking, as the correlations between the items grow, so does Cronbach's alpha. Because of this, the coefficient assesses the test's internal consistency. Although it can be negative, its greatest value is 1 and its minimum value is often 0. A widely-accepted rule of thumb, according to Langley (2015), is that an alpha of 0.7 suggests adequate reliability while an alpha of 0.8 or higher indicates good dependability. It is not always ideal to have very high dependability (0.95 or greater), as this suggests that the items might be completely redundant. These are merely recommendations, and Cronbach's alpha's real value depends on a variety of factors. For example, when the number of items increases, Cronbach's alpha tends to rise as well, even in the absence of an increase in internal consistency. When creating a trustworthy instrument, the objective is for scores on linked items to be related (internally consistent), but each item should also provide some unique information.

### **3.6 Data collection procedure**

The researcher employed this technique in order to gather data. The researcher used the questionnaires, distributed them to the chosen sample, and instructed the respondents on how to carry out this procedure. Additionally, the investigator ensured that the participants had ample time to react to all of the questions so that they could effectively share their opinions about how they understood the topic that was being investigated.

### **3.7 Data Analysis and Presentation**

Following the collection of data from questionnaire schedules, they underwent sufficient reliability and clarity checks. Both quantitative and qualitative methods were used to analyze the data. The researcher used descriptive techniques and saved data in frequency distribution tables,

which made it easier to describe and interpret the study's conclusions. Graphs and tables were used by the researcher to document and illustrate the findings.

### **3.8 Ethical Issues**

These are a set of guiding and influencing concepts for research designs and procedures.

#### **3.8.1 Informed Consent**

This implies that the management of the organization being studied as well as the institution can grant approval to the researcher. This study was successful since authorization was received, and the data collected complied with all organization and institutional laws and regulations.

#### **3.8.2 Voluntary Participation**

This is to make sure that no one was coercing any of the study volunteers into taking part against their will. As a result, no pressure was placed on any person who chose not to engage in this study in order to ensure its success.

#### **3.8.3 Confidentiality**

This indicates that the researcher was the only one to access or make the information publicly available. The identities of the respondents were not required for this study due to the way the surveys were structured.

#### **3.8.4 Privacy**

Privacy Involved parties in research have the right to privacy in this situation. One of the most significant research ethics is this one. The data underwent a procedure that ensured it was impossible to connect the information to a specific individual in order to guarantee that privacy was respected and preserved for the participants.

#### **3.8.5 Anonymity**

The respondent, at all costs, does not want this state to be known. To further this, the researcher did not divulge to anyone any information that was collected from different respondents.

### **3.9 Chapter Summary**

The research study's design and methodology are explained in this chapter. It includes a descriptive study design, a target population of 392 employees, the application of a questionnaire as a means of gathering data, qualitative and quantitative data analysis techniques, and the presentation of data using figures and tables. Stratified random sampling is the method to be used. Data analysis, presentation, and interpretation of the results are covered in Chapter 4.

## CHAPTER FOUR

### DATA ANALYSIS, FINDINGS PRESENTATION, AND INTERPRETATION

#### 4.0 Introduction

In order to improve understanding of the study findings, the researcher gathered and evaluated the data using both quantitative and qualitative methods, which are presented in this chapter.

#### 4.1 Presentations of Findings

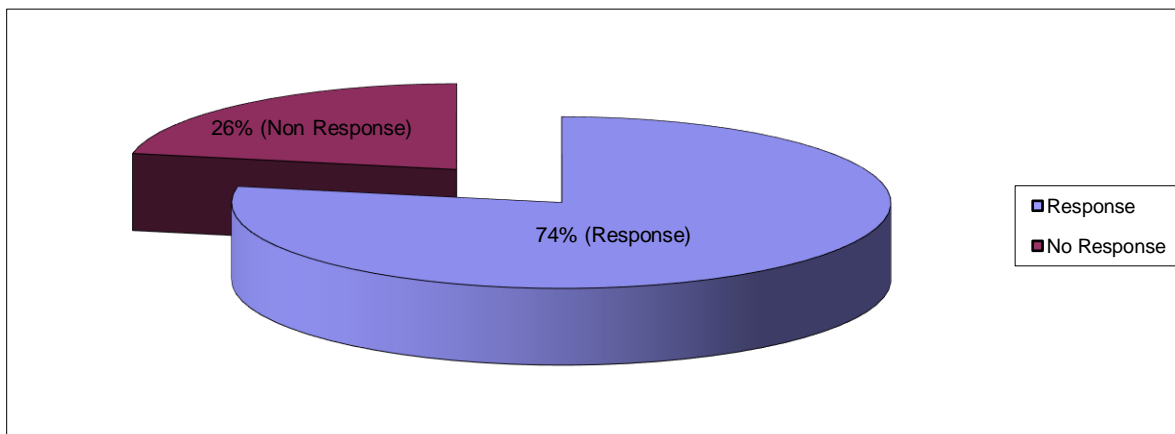
##### 4.1.1 Response Rate

**Table 3 Response Rate**

Response Rate	Frequency	Percentage
Response	38	74
No Response	13	26
<b>Total</b>	<b>51</b>	<b>100</b>

Source: Author (2024)

**Figure 3 Response Rate**



**Source: Author (2024)**

The response that was obtained from the field is shown in table 4.1 and figure 4.1. 74% of the respondents completed the questionnaires and returned them. Twenty-six percent did not answer any of the surveys. This suggests that the majority of respondents to the questionnaires distributed by the organization returned them.

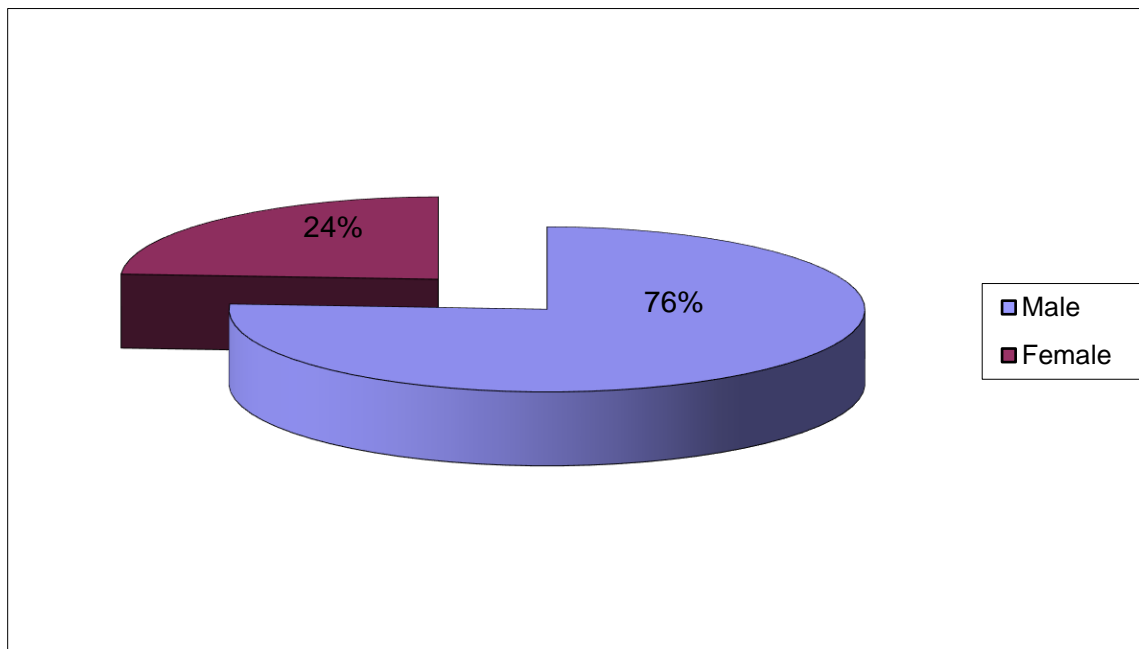
#### **4.1.2 Gender Response**

**Table 4 Gender Response**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Male	29	76
Female	9	24
<b>Total</b>	<b>38</b>	<b>100</b>

**Source: Author (2024)**

**Figure 4 Gender Response**



**Source: Author (2024)**

The gender issue response was received, as shown in table 4.2 and picture 4.2. It was found that, in this case, 76% of the respondents were male and provided the majority response. However, female gender replies accounted for 24% of the responses, indicating a minority. According to this response, the majority of respondents are men.

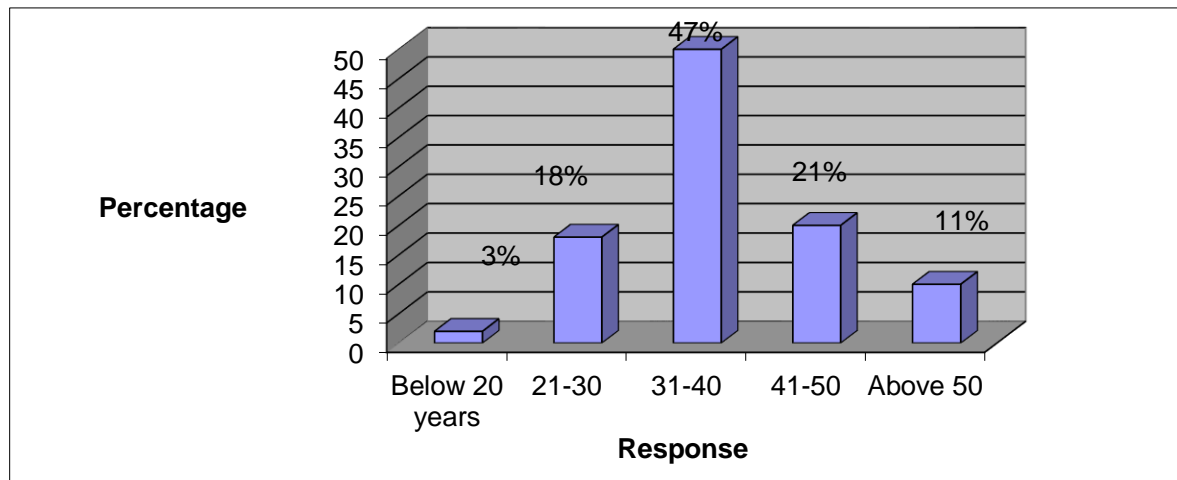
### 4.1.3 Age Analysis

**Table 5 Age Analysis**

Response	Frequency	Percentage
Below 20 years	1	3
21-30	7	18
31-40	18	47
41-50	8	21
Above 50	4	11
<b>Total</b>	<b>38</b>	<b>100</b>

**Source: Author (2024)**

**Figure 5 Age Analysis**



**Source: Author (2024)**

The responses from the institution's employees in each age group are shown in Figure 4.3 and Table 4.3. The employees who are less than twenty years old gave the smallest response, at 3%. Conversely, it was discovered that 18% of the responders were between the ages of 21 and 30. 47% of the employees in the age range of 31 to 40 gave their response. Twenty-one percent of the respondents were in the 41–50 age range. The age group of 31 to 40 years old accounted for half of the responses, indicating that the bulk of respondents are older than 50. Lastly, 11% of respondents were over 50.

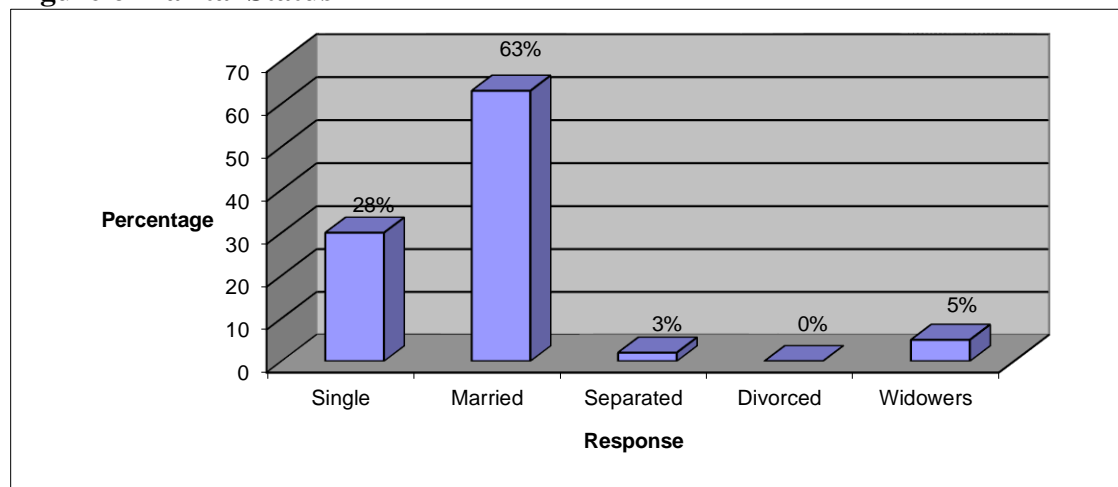
#### 4.1.4 Marital Status

**Table 6 Marital Status**

Response	Frequency	Percentage
Single	11	28
Married	24	63
Separated	1	3
Divorced	0	0
Widowers	2	5
<b>Total</b>	<b>38</b>	<b>100</b>

Source: Author (2024)

**Figure 6 Marital Status**



**Source: Author (2024)**

The replies to questions about the marital status of the organization's employees as indicated by Table 4.4 and Figure 4.4. The rate of reply for single workers was 28%, while the response rate for married workers was 63%. A 3% response was received from the segregated group. Since the divorced category's proportion was zero, there was no answer. Lastly, the widowers were represented by a response of 5%. This showed that married workers make up the majority of the organization, followed by single workers.

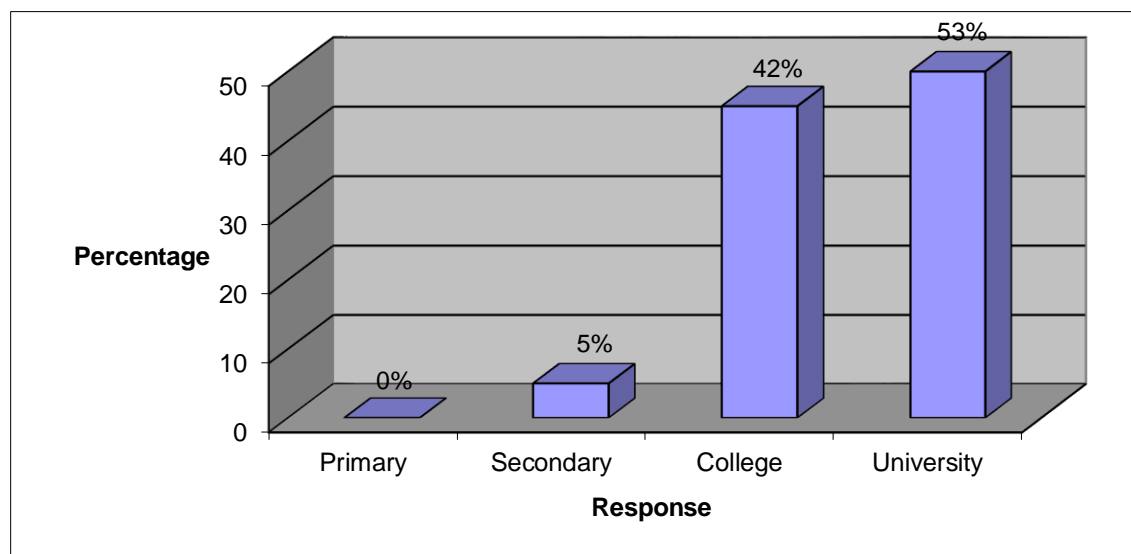
#### **4.1.5 Highest Education Level**

**Table 7 Highest Education Level**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Primary	0	0
Secondary	2	5
College	16	42
University	20	53
<b>Total</b>	<b>38</b>	<b>100</b>

**Source: Author (2024)**

**Figure 7 Highest Education Level**



**Source: Author (2024)**

The responses regarding the greatest level of education qualification are shown in Table 4.5 and Figure 4.5. Since there was no answer in this category, it was determined that the organization did not include primary level schooling. A mere 5% of respondents claimed that they had completed secondary school. An answer representing the college level of education was received by 42% of the workers, while the majority of the workers, or 53% of them, said they had a university level of education.

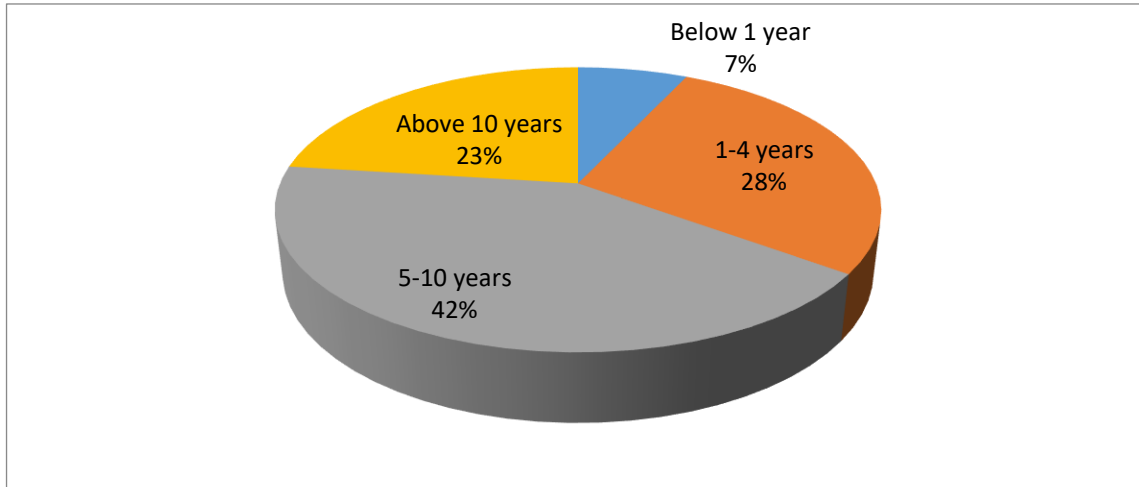
#### **4.1.6 Work Experience**

**Table 8 Work Experience**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Below 1 year	3	7
1-4 years	11	28
5-10 years	16	42
Above 10 years	9	23
<b>Total</b>	<b>38</b>	<b>100</b>

**Source: Author (2024)**

**Figure 8 Work Experience**



**Source: Author (2024)**

The responses about the employees' job experience are shown in Table 4.6 and Figure 4.6. A mere seven percent of respondents said that they had less than a year of experience. A total of 28% of respondents were individuals who had been employed by the company for one to four years. 42% of individuals who have worked for a period of time ranging from five to ten years responded. At last, a response was received from those who had been employed by the company for more than ten years; 23% of the total respondents addressed this. This suggests that the company had competent, experienced employees who may lead to successful performance.

**4.1.7 Effect of Communication on Implementation of employee relations policies**

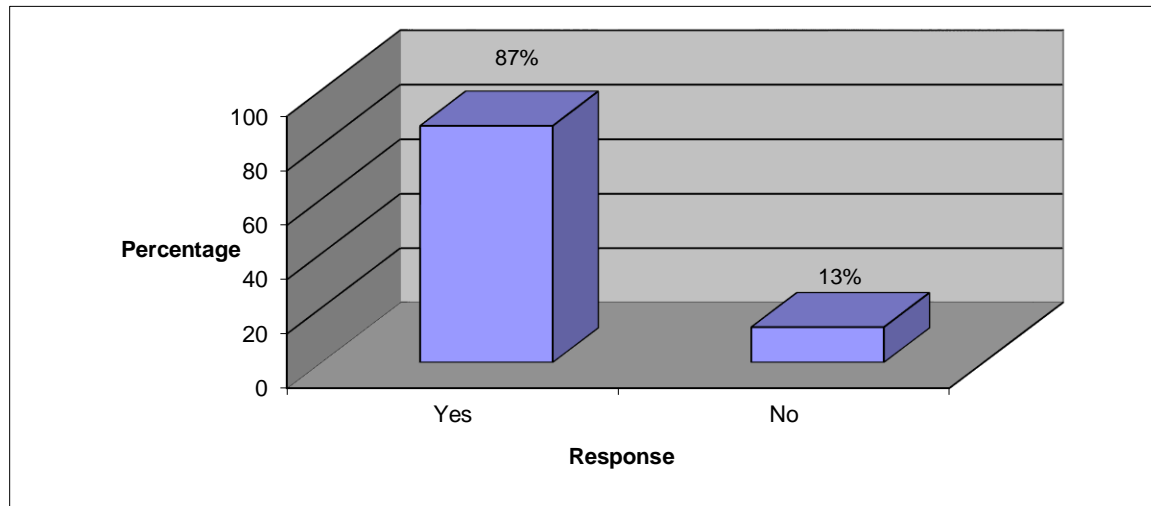
**Table 9 Effect of Communication on Implementation of employee relations policies**

Response	Frequency	Percentage
Yes	33	87
No	5	13

<b>Total</b>	<b>38</b>	<b>100</b>
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**Source: Author (2024)**

**Figure 9 Effect of Communication on Implementation of employee relations policies**



**Source: Author (2024)**

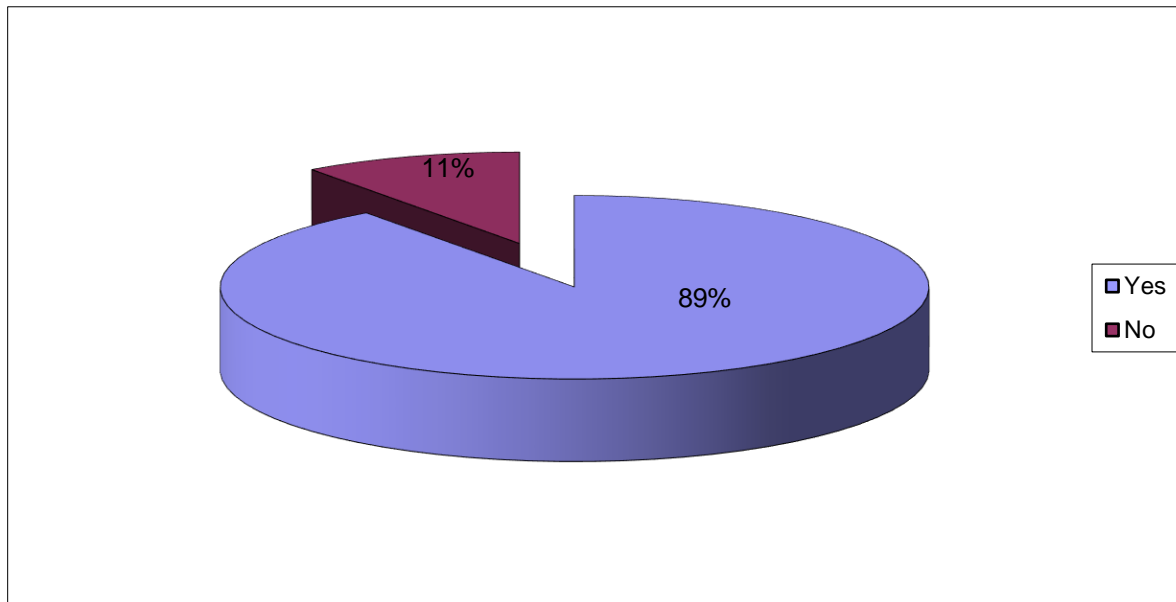
The answers to the question of whether communication has an impact on how employee relations policies are implemented in the company are shown in Table 4.7 and Figure 4.7. The majority response in this case, 87%, suggested that it would have an impact. According to the minority opinion of 13% of employees, Amiran Kenya Limited's implementation of employee relations policies will not be impacted by communication. It is possible to draw the conclusion that communication has an impact on how Amiran Kenya Limited implements its employee relations rules by comparing the two responses.

**4.1.8 Measure to Be Taken On Communication**  
**Table 10 Measure to Be Taken On Communication**

Response	Frequency	Percentage
Yes	34	89
No	4	11
<b>Total</b>	<b>38</b>	<b>100</b>

Source: Author (2024)

**Figure 10 Measures to Be Taken On Effective Communication**



Source: Author (2024)

The answer to the question of whether any communication-related actions can be performed to affect the application of employee relations policies at Amiran Kenya Limited is shown in Table 4.8 and Figure 4.8. 89% of respondents said there is a measure that can be implemented, while 11% said there isn't anything that can be done about the problem.

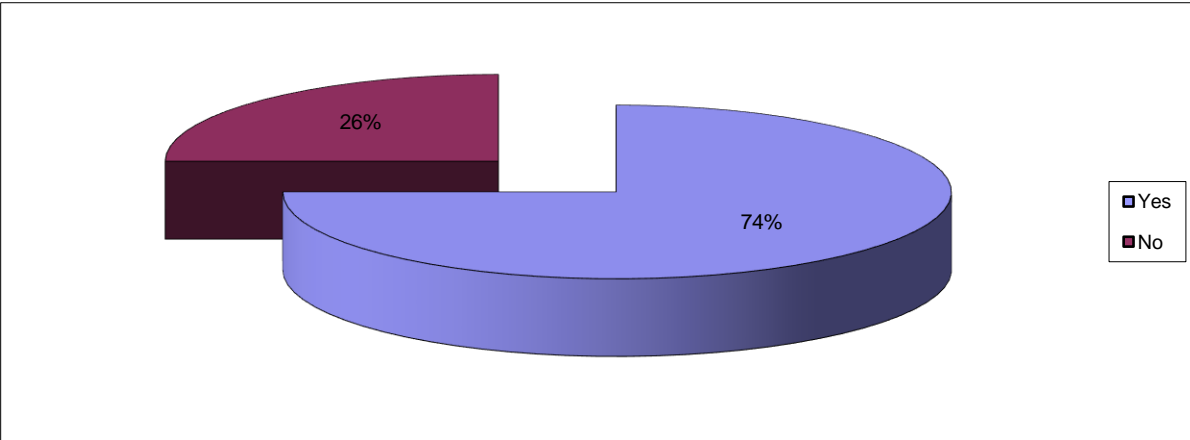
**4.1.9 Effect of Leadership on Implementation of employee relations policies**

**Table 11 Effect of Leadership on Implementation of employee relations policies**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	28	74
No	10	26
<b>Total</b>	<b>38</b>	<b>100</b>

Source: Author (2024)

**Figure 11 Effect of Leadership on Implementation of employee relations policies**



Source: Author (2024)

Response	Frequency	Percentage
Very high	16	42
High	18	47
Moderate	3	8
Low	1	3
<b>Total</b>	<b>38</b>	<b>100</b>

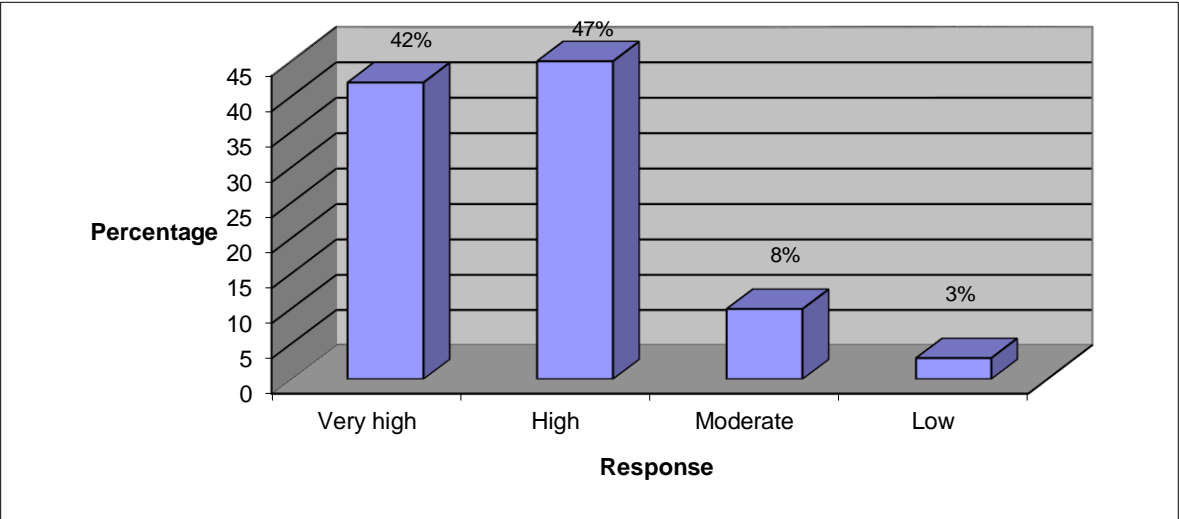
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**ce: Author (2024)**

The answers to the questions of whether leadership influences Amiran Kenya Limited's execution of employee relations policies are shown in Figure 4.9 and Table 4.9. 74% of those surveyed stated that leadership has an impact on how employee relations policies are implemented at Amiran Kenya Limited. However, a minority of 26% said that Amiran Kenya Limited's leadership has little bearing on how employee relations rules are implemented. By contrasting the two answers, it became clear that the company's leadership had an impact on how its employee relations policies were carried out.

**4.1.10 Rating Leadership to Implementation of employee relations policies**  
**Table 12 Rating Leadership to Implementation of employee relations policies**

**Figure 12 Rating Leadership to Implementation of employee relations policies**



**Source: Author (2024)**

The results of the evaluation of the impact of leadership style on the execution of employee relations policies at Amiran Kenya Limited are displayed in Table 4.10 and Figure 4.10. The percentage of respondents who rated the effect as very high (42%), high (47%), and moderate (18%) were the categories in which the effect was rated. Lastly, there was a low response category, with 3% of respondents choosing that option. This suggested that a greater degree of influence was exerted by leadership style on the execution of employee relations policies in Amiran Kenya.

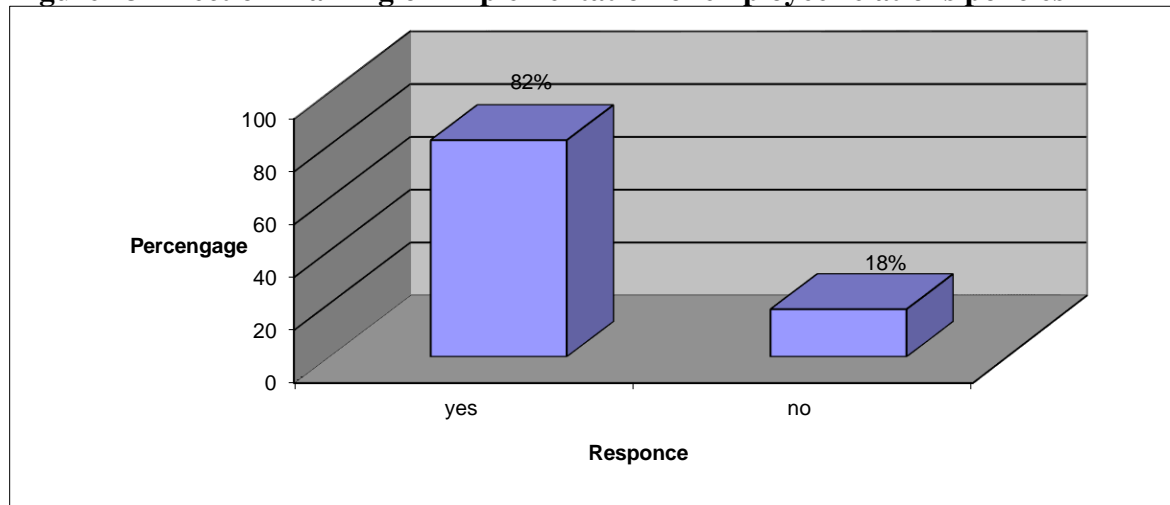
#### **4.1.11 Effect of Training on implementation of employee relations policies**

**Table 13 Effect of Training on implementation of employee relations policies**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	31	82
No	7	18
<b>Total</b>	<b>38</b>	<b>100</b>

**Source: Author (2024)**

**Figure 13 Effect of Training on implementation of employee relations policies**

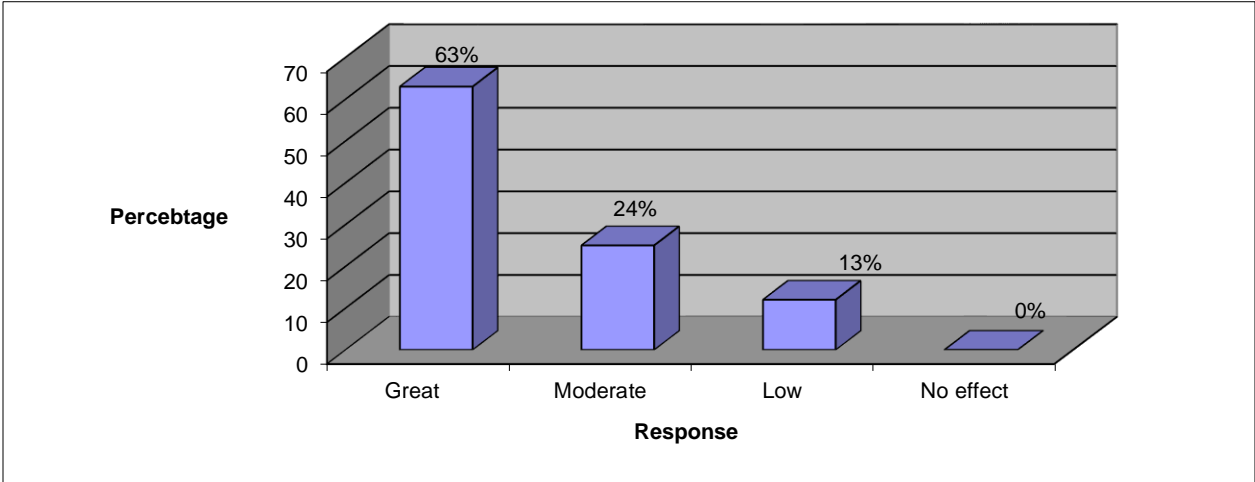


Response	Frequency	Percentage
Great	24	63
Moderate	9	24
Low	5	13
No effect	0	0
<b>Total</b>	<b>38</b>	<b>100</b>

Source:  
Author  
(2024)

The analysis of whether organizational training influences how Amiran Kenya Limited implements its employee relations rules is shown in tables 4.11 and figure 4.11. Eighty-two percent of respondents said it had an impact, while eighteen percent said it had no effect on Amiran Kenya Limited's application of employee relations policy. The study's findings demonstrated the substantial influence that staff organization training had on how employee relations policies were implemented in Amiran, Kenya.

**4.1.12 Extent of Training Effect to Implementation of employee relations policies**  
**Figure 14 Extent of Training Effect to Implementation of employee relations policies**



response in this case, which was 63%, suggested that training greatly influences how Amiran

Kenya Limited implements its employee relations rules. A answer of 24% indicated that the effect was rated as moderate. 13% of respondents rated the effect as low. There was no answer in the category of no effect. Given that the majority of respondents thought the effect was great, this suggested that it must have a significant influence.

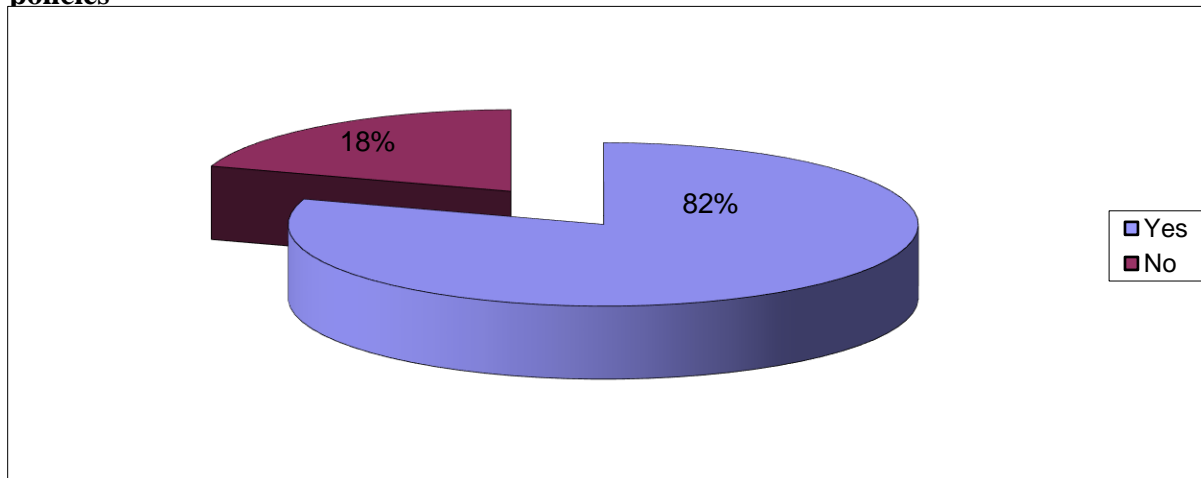
#### 4.1.13 Effect of Organizational culture on Implementation of employee relations policies

**Table 14 Effect of Organizational culture on Implementation of employee relations policies**

Response	Frequency	Percentage
Yes	31	82
No	7	18
<b>Total</b>	<b>38</b>	<b>100</b>

Source: Author (2024)

**Figure 15 Effect of Organizational culture on Implementation of employee relations policies**



Source: Author (2024)

The answers to the questions of whether organizational culture influences how employee relations policies are implemented at Amiran Kenya Limited are shown in Table 4.15 and Figure

4.15: According to 82% of participants, organizational culture has an impact on how employee relations policies are implemented, whereas 18% said that organizational culture has no bearing on how employee relations policies are implemented at Amiran Kenya Limited. It is evident from this case that employee relations policy execution is influenced by company culture.

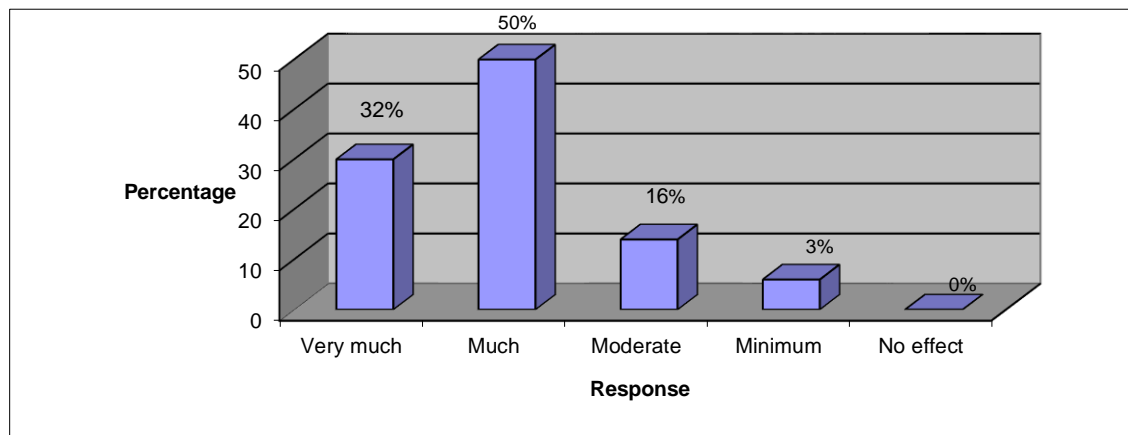
**4.1.14 Rating Organizational Culture Effect to Implementation of employee relations policies**

**Table 15 Rating Organizational culture Effect to Implementation of employee relations policies**

Response	Frequency	Percentage
Very much	12	32
Much	19	50
Moderate	6	16
Minimum	1	3
No effect	0	0
<b>Total</b>	<b>38</b>	<b>100</b>

Source: Author (2024)

**Figure 16 Rating Organizational culture Effect to Implementation of employee relations policies**



The responses to the questions about how Amiran Kenya Limited's employee relations rules were implemented in regard to organizational culture are shown in Table 4.16 and Figure 4.16. While employees rated the effect as much as 50%, just 32% of respondents rated it as very much. One respondent, or sixteen percent, rated the effect as moderate. Lastly, a response with a minimum effect rating of 3% was received. Regarding the category of no effect, there was no reaction.

## **4.2 An Overview of the Data Analysis**

### **4.2.1 Communication**

87% of respondents said that communication has an impact on the implementation process, whilst 13% said it had no effect. Qualitative analysis of the study revealed that communication is one of the key elements influencing how well employee relations policies are implemented at Amiran Kenya Limited. According to the respondents, Amiran Kenya Limited can more easily implement employee relations policies because its staff will be better prepared because of an organization's strong communication systems, which can sometimes improve effective communication of impending events.

### **4.2.2 Leadership**

In terms of numbers, 74% of respondents said that leadership has an impact on the implementation process, whilst 26% said it had no effect. Qualitatively, Amiran Kenya Limited's flexibility in implementing its employee relations rules is sometimes determined by the leadership that exists inside the firm. According to the respondents, a well-coordinated leadership team with clearly defined objectives will have a significant impact on the implementation process. It was strongly suggested that the management of the business review the style of leadership being employed in order to adapt it to the firm's flexibility in implementing employee relations policies.

#### **4.2.3 Staff Training**

82% of respondents quantitatively stated that training has an impact on the implementation process, whilst 18% said it had no effect. Qualitatively, participant training on employee relations policy execution is very helpful. The respondents to this study stated that it is simple for an organization to adopt employee relations policies when it has trained participants in doing so, since the necessary tasks can be completed quickly and easily. It was recommended that management always arrange for employees to receive training so they can become proficient in the necessary skills for the job.

#### **4.2.4 Organizational culture**

In terms of numbers, 82% of respondents said that organizational culture has an impact on the implementation process, whereas 18% said it had no effect. According to the majority of respondents, the organizational culture is one of the major factors that determines whether employee relations policies are implemented successfully in Amiran Kenya Limited. The respondents stated that the effectiveness of implementation is determined by the organizational culture in place because it sometimes serves as a guide for the project. The respondents suggested that in order to allow for flexibility in the implementation phase, the organization should have strong organizational cultures.

#### **4.3 Research Gaps**

According to the study's findings and research results, employee relations is an important division for any prestigious university. It goes on to say that the organization has established grievance and disciplinary procedures, as well as involving staff members in decision-making processes. The study also finds that supervisors collaborated with other employees to develop

the recruitment policy. The study also showed that the organizational performance of the private universities in Nairobi County was positively and significantly impacted by the independent factors.

According to the report, in order to continuously improve organizational performance, universities should implement best practices for human resource management. In order to handle staff grievances and disciplinary actions, the report suggests that the institutions establish a structured grievance and disciplinary system.

They encourage "voice" over "exit" and offer a way to resolve complaints. Processes like these promote the idea that the company values equity and is receptive to suggestions. Grievance procedures need to foster greater employee commitment since they demonstrate the organization's attention to employee issues and support for due process. Additionally, the research recommends that in order to lessen the frequency of strikes, employees should constantly be included in decisions regarding pay and working conditions.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

#### **5.0 Introduction**

The chapter summarizes the results, draws a conclusion, and makes recommendations for how to enhance the implementation process. Finally, it offers a suggestion for additional research to help clarify the crucial areas that require more study in order to spur economic growth in the nation.

#### **5.1 Summary of Findings**

##### **5.1.1 How much does communication impact Kenya's employee relations policies when they are implemented?**

In order to avoid surprises for staff members and other stakeholders in the process, the majority of respondents—87 percent—said that communication is crucial to the implementation of employee relations policies at Amiran Kenya Limited because it allows employees to voice their opinions and even helps them mentally get ready for the process. It also provides space for consultation.

##### **5.1.2 How does leadership affect the way employee relations policies are implemented in Kenya?**

It was discovered that the majority of respondents, or 74%, felt that one of the major factors influencing the implementation of employee relations policies is leadership. They stated that an organization's ability to plan for the implementation of employee relations policies will be negatively impacted by poor leadership, and vice versa.

##### **5.1.3 How much does training impact how employee relations policies are implemented in Kenya?**

A significant portion of respondents, 82% in all, believed that employee training was essential to the effective execution of employee relations policies inside the company. In this regard, the respondents said that the organization helps important participants and staff understand what has

to be done by providing them with training. The process of implementation will be facilitated by this.

#### **5.1.4 How much does corporate culture impact how employee relations policies are implemented in Kenya?**

According to some, one of the elements that makes it possible to comprehend how and why certain activities are done at a certain institution is its organizational culture. Regarding this, the majority of respondents, or 82%, stated that the organizational culture determines what needs to be done, when, how, and by whom, which has an impact on how the company implements its employee relations rules.

### **5.2 Recommendations**

#### **5.2.1 Communication**

To ensure that there is no surprise in the matter as a whole, the organization's management should make sure that key participants are well informed. This should be accomplished via strengthening the organization's communication infrastructure. By doing this, the organization's implementers will be physically and psychologically well-prepared. This will make it possible for the organization's employee relations policy to be implemented effectively.

#### **5.2.2 Leadership**

In order to make sure that the organization leadership is appropriate for the activities being carried out in the organization at the moment, organization managers should make sure they have the best leadership, which should be periodically reviewed. The organizational leadership needs to be updated to reflect the current era's trends.

#### **5.2.3 Training**

To guarantee that the topics included in the training of employees and other important participants about the implementation of employee relations policies at Amiran Kenya Limited are relevant to the business, the training should be narrowly targeted.

#### **5.2.4 Organizational Culture**

To be able to operate in accordance with the corporate culture, managers should have a thorough awareness of it prior to the implementation process beginning. The organization's management should make sure that the current culture is assessed to make sure it is appropriate for the organization.

#### **5.3 Conclusions**

The study concluded that raising awareness about the organization's application of employee relations rules helps physiologically prepare employees and key actors for the process. It was stated that if participants are well-informed, they will easily and successfully enter the system. Since the respondents stated that the organization's leadership always provides the guidelines for how the process should be carried out, the researcher came to the conclusion that leadership is what propels Amiran Kenya Limited's implementation of employee relations policies.

Regarding the training of staff members and other important participants in the execution of employee relations policies, it was determined that a well-thought-out training program was necessary to provide them with the necessary skills and enable the organization to successfully complete the implementation process. The conclusion about organizational culture is that it determines what has to be done, by whom, and how, within a specific time frame. The reason for this conclusion is that most respondents stated that the implementation process must be in harmony with the current company culture.

#### **5.4 Recommendation for Additional Research**

Since the investigator concentrated on a few elements and ignored others, the results of this study are not definitive, and more research may be conducted to ensure that employee relations policies are implemented in Amiran Kenya Limited in an effective manner. On the other hand, research into how technology affects employee relations policy implementation in both public and commercial institutions is crucial. It is necessary to look into additional measures for organization culture, training, leadership, and communication.

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## **APPENDICES**

### **APPENDIX 1: LETTER OF INTRODUCTION**

Esther Wahito Kariuki  
P.O. Box 30253-00100,  
Nairobi, Kenya.

Greetings, Respondent

RE: DATA COLLECTION TRANSMITTAL LETTER

I am a Management University of Africa undergraduate student specializing in business and commerce.

I'm conducting research on the variables influencing how employee relations policies are implemented in businesses.

Because of this, I would appreciate it if you could take a few minutes to assist me in completing the questionnaire that I have included. Your direct and honest response is crucial to preserving the validity and impartiality of the study.

It is our policy to treat any information provided with the highest level of privacy. We value your assistance and the time you took to read this.

Sincerely yours,

Wahito Esther

## APPENDIX II: QUESTIONNAIRE

To ensure the success of the study, please check the appropriate boxes and complete the structured questionnaire with relevant answers.

### SECTION I

#### PERSONAL DETAILS

##### 1. Gender

Male

Female

##### 2. Age Brackets

Under 20 years

21-30 years

31-40years

41-50years

Above 50years

##### 3. Marital Status

Single

Married

Separated

Divorced

Widowers

##### 4. Highest Education Level Attained

Primary

Secondary

Collage

University

##### 5. Work Experience

Less than a year

From 1-4 years

5-10 years

Above 10 years

## SECTION B:

### COMMUNICATION

answer the following questions about employee relations policy communication in firms using the given Likert scale. Where 1 indicates strong agreement, 2 agree, 3 neutrality, 4 disagreement, and 5 strong disagreement.

Statement	1	2	3	4	5
Effective decision-making, as well as handling internal and external contrast, are facilitated by communication.					
Time has a big role in communication behaviour because it puts a barrier in the way of communication between management and staff.					
It's crucial to have a communication structure in place to direct questions, concerns, and suggestions toward upper management.					
The only way to break down communication barriers is to create more efficient programs and channels.					

**LEADERSHIP STYLE**

Please use the enclosed Likert scale to rate the following statement regarding the leadership style of employee relations policies in businesses. Where 1 means strongly agree, 2 means agree, 3 means neutral, 4 means disagree, and 5 means strongly disagree.

Statement	1	2	3	4	5
A democratic or participative leadership style aggressively engages the group of followers by soliciting opinions and suggestions from their peers and promoting dialogue and involvement in the decision-making process.					
Free-rein leadership improves work satisfaction and staff morale.					
Supervisors must possess exceptional interpersonal skills and be flexible in their leadership approach to align with the distinct personalities of their team members.					

## TRAINING

Please use the included Likert scale to rate the following statements about employee relations policy training in firms. Where 1 represents strongly agreeing, 2 agreeing, 3 neutral, 4 disagreeing, and 5 strongly disagreeing.

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The organization's competitive advantage in the market is built on improved capabilities, knowledge, and skills.					
A motivated and productive staff can be sustained with the aid of training.					
The performance of the workforce determines the organization's successes or shortcomings.					
Since training maximizes individual returns and draws higher people to the business, it is an essential part of HRP efforts.					

## ORGANIZATIONAL CULTURE

Answer the following questions about employee relations policies and company culture using the given Likert scale. When 1 represents strongly agreeing, 2 agreeing, 3 neutral, 4 disagreeing, and 5 strongly disagreeing.

Statement	1	2	3	4	5
Employee behavior and work environment are significantly influenced by organizational culture.					
How knowledge and power go through a company's structure is a reflection of its culture.					
An organization's organizational culture affects how it does business and how it interacts with its customers, workers, and the general public.					
An organization's distinct social and psychological environment is influenced by its organizational culture.					

*I am appreciative to the Corporation.*

**APPENDIX III: WORK PLAN**

<b>Activity</b>	<b>May 2023</b>	<b>June 2023</b>	<b>July 2023</b>	<b>August 2023</b>	<b>September 2023</b>
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<b>Proposal Composure</b>					
<b>Questionnaire Designing</b>					
<b>Gathering of Data Variables</b>					
<b>Evaluation of Variables</b>					

<b>Report Post</b>					
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**APPENDIX IV: BUDGET**

<b>Item</b>	<b>Quantity</b>	<b>Cost</b>	<b>Total (KShs)</b>
Research Assistants	1	5,000.00	5,000.00
Communication (telephone and email)			5,000.00
Travelling Expenses	2 persons	1,000.00	2,000.00
Stationery (pens and notebooks)			1,000.00
Data Entry	1	5,000.00	5,000.00
Data Tabulator	1	5,000.00	5,000.00
Equipment; Laptop	1	2,500.00	2,500.00
Bulk printing and photocopying			5,000.00
<b>Total (KShs)</b>			<b>30,500.00</b>