

Effect of Employee Involvement in Performance of Tea State Corporations in Nandi County

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Abstract

Original Research Article

Performance of an organization is important in survival of any organization. Organizations that are experiencing poor performance face difficulties in carrying out its daily activities. The tea organizations in Nandi County currently experience, low productivity, low entrance of their products to the market, limited market share and high staff turnover. The study was based in Nandi County. It focused on the selected state corporations in Nandi County which are the Kenya Tea Development Authority and Nyayo Tea Zones. The study adopted a descriptive survey design, quantitative approach. The employees and the management of the state corporations formed the unit of analysis. The total target population was 232 departmental employees and management team. The sample size was 145 employees from the two organizations. Questionnaires were used to collect primary data. Descriptive statistics and inferential statistics were used to analyze data. Descriptive statistics include means, standard deviation, frequencies and percentages. Inferential statistics include; multiple regression and Pearson's product moment correlation coefficient. SPSS application version 25 did aid in data analysis. The study findings revealed that employee involvement was found to have a positive and significant influence on performance of tea corporations ($\beta=0.163$, $p=0.031$). The study concluded that the organizational employees always participate in decision making in order to be aware of what is expected from them during implementation. The study recommended that for employees to be genuinely committed to their jobs, organizations should make conscious efforts at strategically managing performance appraisal, career planning and employee involvement with a view to ensuring effective implementation and achieving desired results.

Keywords: Performance, organization, employee, corporations, tea.

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BACKGROUND OF THE STUDY

In United states, participation of employee in decision making is concerned with shared decision making in the work situation which is defines it as joint decision making between managers and subordinates [1]. What makes an excellent performance of the organization and smooth employer-employee relation is the employee involvement in decision making. There is greater significant link between employee involvement in decision making and their performance towards the organization [2]. If the organizations enhance participation of their employees in decision making which may lead to commitment, pool of ideas, loyalty, citizenship and trust towards the organization [3].

Given the dynamism and complexities in contemporary businesses from West Africa, many organizations design multiple strategies targeted at growing and gaining competitive advantage in their various business transactions [4]. Regular consultation

and meetings between management and employees also had positive correlation on performance as it enhances trust between management and subordinates [5]. It motivates employees to put in more effort in their services in the organisation and this in turn reflects positively on the efficiency and productivity of the organization. It is the single most important motivator used in the workplace. Pay is an important process in human resources management covering economic rewards [6].

The highly competitive environment needs a different approach to manage employees [7]. The level of employee involvement in their job is a measure of the success of individual performance on their jobs and overall organization performance. Employees with well-defined goals and objectives and who understands how their individual performance contributes to the overall organization goals show good performance [8]. Representative participation is also an important means to involve employees for efficient job performance.

Thus, it can be concluded that enabling employees participate and be involved in matters that affect their jobs increases job performance and overall organizational performance [9].

Management by participation dimension is one of the motivational techniques aimed at activating and engaging employees, and at the same time meeting their higher order needs [10]. Employee is incorporated into the management process and has an influence on the decision-making process. Employee involvement can also have financial dimension. Depending on the adopted criterion we can distinguish following types of participation: formal, informal, direct, indirect, active and passive [11]. In theory the management there are two kinds of participation models an American and a German [12].

Employee involvement dimension refers to business activities that employees take part in together to achieve a common goal [13]. For example, a computer security company may form a team of employees that participate in creating doomsday security scenarios. Each employee is expected to participate by generating ideas based on real-life situations that could compromise computer security. The team provides the forum in which an employee can suggest ideas to help complete the task. Regardless of employee job title, all team members contribute to the project. When you create the right environment in which participation is communal, team-oriented, and also takes advantage of each person's unique skill set, you boost employee morale and establish a more inclusive workplace [14].

Statement of the Problem

Organizational performance has been a source of concern for State corporations in Kenya especially those in Nandi County, considering that they heavily rely on set standards by the government to achieve their organizational objectives. These organizations experience low productivity, low entrance of products to the market, limited market share and high staff turnover. The government has high expectations of working hard to achieve the companies set goals and objectives which have never been achieved in the recent past [15]. According to the Kenya Tea development agency KTDA, 2019, there has been a drastic decline of growth and performance of tea companies in Nandi County for the past few years. For instance, it was reported in 2016 that there was an increase in the cost of production by 6.3% compared with the previous years, in 2017 a further increase of the cost of production of 7.1% was also reported which worsened in 2018 with an increase of 7.9% KTDA, 2019. The tea industry has therefore been in the limelight as a result of decreased earnings in the sector thereby affecting its performance. The lack of informed decisions on strategic planning dimensions has however crippled most state-owned organizations in Kenya into low rate

of development and poor performance. This is as a result of lack of proper knowledge or the lack of sufficient literature to inform them has made the organizations to adopt irrelevant strategies to achieve their set goals and objectives. The adopted strategies to curb the problem have been ineffective and have negatively affected the organization's performance. It is therefore against this background that the study sought to assess the effects of strategic planning dimensions on the performance of state corporations in Kenya.

General Objective

The objective of the study was to examine the effect of employee involvement on performance of tea state corporations in Nandi County.

Research Hypothesis

H₀₁: Employee involvement has no statistical significance on performance of tea State Corporation in Nandi County.

Significance of the Study

This study was significant to county governments through recommendations that guides the policy makers not to politicize performance of state corporation but instead appreciate the importance of putting up mechanisms of enhancing strategic planning dimension in order to enable them offer the required services effectively in tea state corporation. The county management also benefits from the findings of the study in that corrective measures suggested by this study if and when implemented would go a long way in putting in place policies positive to enhance Tea State Corporation.

The study findings and findings are beneficial to policy makers to come up with policies which guide employee and in turn improve performance of tea state corporation Nandi in county. In addition, the study added into theoretical context in terms of which theory to apply in order to achieve effect of strategic planning dimension on performance of tea State Corporation. Future researchers and academicians benefited with this study because it serves as a rich source of literature and reference to other researchers with related topic.

LITERATURE REVIEW

This chapter looks at the theoretical framework, the conceptual framework and empirical review

Theoretical Framework: The study was guided by X and Y Theory.

Theory X and Y

McGregor [16] pioneered Theory X and theory Y style of management. He introduced and discussed the pivotal concepts and varying assumptions regarding the nature of humans in organization on the tenets of Theory X and Theory Y management approaches.

McGregor [16] proposed that leaders guided by Theory Y operated under a set of suppositions which he identified as classical management and he postulated that ordinarily humans prefer to be controlled, shun responsibility and lack ambition. These presuppositions therefore, led managers to oppose to give employees control over their work environment. Theory X managers place priority on the chain of command, they promote motivational methods of punishment or reward and observe close control of employee behavior.

These assumptions led McGregor [16] to conclude that classical management style was retrogressive and hindered achievement of organizations goals. Based on this inference, McGregor [16] advanced a differing set of managerial presumption referred to as Theory Y leadership style. Theory Y promotes a participative and involvement management style and advocates self-control, self-direction and commitment of employees to organization success. In addition, Theory Y leaders presume that individual is committed to work and that have the capacity to seek for solutions to work related challenges [17].

Leaders, who practice Theory Y, also assume that employees are intrinsically motivated to work and thus managers prefer to delegate authority down the chain of command. Managers give individuals autonomy and also work is designed to provide enough opportunity to employees to enable them be creative and innovative. Also, managers who have adopted Theory Y, design the organization environment so that individual goals are linked to the overall organizational goals, resulting in greater creativity and productivity. Thus, Theory Y leadership places priority on the nature of relationships that promotes employer and employee relationships, creation of conducive environment that enhances commitment to organization and enables employees exercise initiative, ingenuity, and self-direction [16].

Significant application of Theory Y to this research is that it supports employee involvement because managers who practice it tend to involve employees when making decisions, and value not only results but relationships [18]. Thus, for employee involvement to work in organizations, priority has to be given to developing a positive, enabling and conducive work environment for the adaptation of a participatory style of management [18].

Conceptional Review

Conceptional review of the study discusses objectives based on the previous studies done by other scholars; the main focus is on employee involvement on performance of tea state corporations.

Empirical Review

Employee involvement Dimension and Performance of State Corporations

According to Schwochau [19] employee involvement is generally defined as a process in which influence is shared among individuals who are otherwise hierarchically unequal. Participatory management practice balances the involvement of managers and their subordinates in information processing, decision making and problem-solving endeavors [19].

Bhuiyan [20] did a study on employee involvement in decision making in RMG sector of Bangladesh: Correlation with motivation and performance. This study was conducted to assess the present situation, nature and types of workers participation and motivation system. The study identifies the causes of poor participation of the employees in decision making and correlate between employee involvement, motivation and performance. The study revealed that there is a significant positive correlation between decision making, motivation and performance. The study also identified five major causes of poor participation in decision making, such as, absence of willingness of the management, absence of labor union activities, lack of workforce diversity, illiteracy of the workers and political grouping among the workers. Nonetheless, the investigation concentrated on employee involvement in decision making as compared to my study objective.

Cooke [21] did a study on the employee involvement programs, group-based incentives, and company performance in Michigan: A union-nonunion comparison. Examined at the firm level, a model of the independent and interaction effects of participation, profit and gain sharing and union representation is estimated against data on 841 manufacturing firms. The evidence indicates that employee involvement programs contributed substantially more to performance in unionized firms than in nonunion firms, whereas profit and gain sharing programs contributed substantially more to performance in nonunion firms than in unionized firms.

Abdulkadir, Isiaka and Adedoyin [22] did a study on the effects of strategic performance appraisal, career planning and employee involvement on organizational commitment in Nigeria: An empirical study. Based on a survey of 14 banks in Nigeria, the study applies regression analysis, correlation analysis and G-test in testing the hypotheses. Results indicate that performance appraisal system, career planning system and employee involvement significantly influence employee job commitment and that the level of organizational commitment of employees in the Nigerian banking sector is low. The study therefore, recommends that for employees to be genuinely committed to their jobs, organizations should make

conscious efforts at strategically managing performance appraisal, career planning and employee involvement with a view to ensuring effective implementation and achieving desired results.

Groen, Wouters and Wilderom [23] did a study on employee involvement, performance metrics, and job performance in Ethiopia: A survey study based on self-determination theory. The study surveyed 86 pairs of operational employees and their immediate managers in various jobs and industries and tested our hypotheses with structural equation modeling. Results showed that when employees were involved in the development of performance metrics, managers perceived the metrics to be of better quality and employed those metrics more for evaluating and rewarding employees. Moreover, we found employees' performance was only higher when the metrics were used for evaluation purposes. The study demonstrates that employee involvement in the development of performance metrics has beneficial effects on the metrics' quality, and shows that the subsequent effect on job performance depends on how

these metrics are used. The study however took place in Ethiopia compared to my study in Kenya.

Wainaina, Iravo and Waititu [24] conducted a study on the effect of employee involvement in decision making on the organizational commitment amongst academic staff in the private and public universities in Kenya. This survey study was a form of a cross-section study where descriptive research design was used. The study targeted all the academic staff in the public and private universities in Kenya. The study found that employee involvement in decision making significantly influence university academic staffs' organizational commitment. However, the examination concentrated on the effect of employee involvement in decision making on the organizational commitment amongst academic staff in the private and public universities as compared to my study objective.

Conceptual Framework

The study was grounded by the following conceptual framework. It is a presentation of the relationship between dependent and independent variables showing key indicators of each variable.

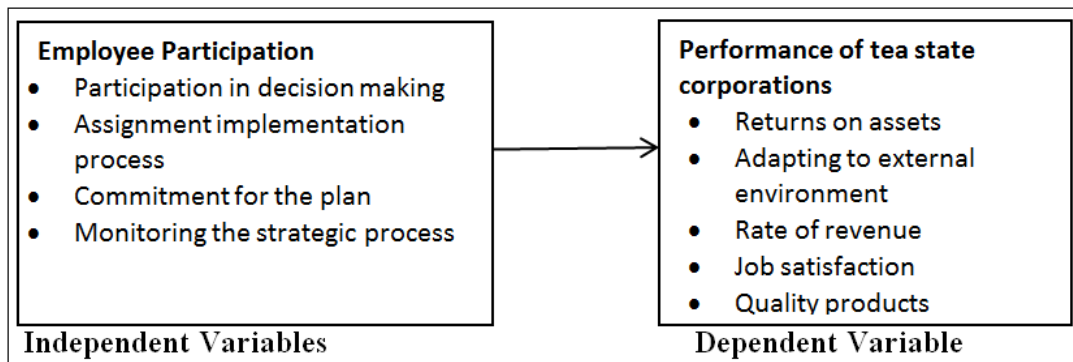


Fig-1: Conceptual Framework

RESEARCH METHODOLOGY

Research Design

This research adopted a descriptive survey design because it would enable the researcher to establish pertinent facts of the research topic from the target population. Kothari [25] defines a research design as an outline that is used to produce answers to research problems. The design was chosen because it enabled the researcher to establish the effect of employee involvement on performance of tea state corporations in Nandi County. It also enabled the researcher to collect a large quantity of in-depth information from the target population.

Target Population

A target population is the sum of all cases that comply with certain requirements. Target population study is a survey of a group of people taken from the general population who share a common characteristic, such as age, gender and years of experience [26]. The study focused on two state corporations in Nandi County which are the Kenya Tea Development Authority and Nyayo Tea Zones. The target population was 232 employees from the two selected state corporations. The accessible population for this study was 136 employees from Kenya Tea Development Authority and 96 from Nyayo Tea Zones. The targeted population is presented in Table.

Table-1: Target Population of the Study

Category	Departmental Employees
Kenya Tea Development Authority	119
Nyayo Tea Zones	84
Total	203

Sampling Frame

A sample frame consists of a list of items from which a sample is to be drawn. The sampling frame consisted of employees from Kenya tea development and nyayo tea zones.

Sample Size and Sampling Techniques

This section will cover how sample size was arrived at and the formula used to calculate. It also presented the sampling technique used to select the respondents who participated in the study.

Sample Size

Sample size is a subject of specific population [27]. The researcher obtained sample size using Krejcie and Morgan [28] as quoted by [29]. The formula is given as:

$$n = \frac{X^2 * N * P(1-P)}{(ME^2 * (N-1)) + (X^2 * P * (1-P))} \dots \dots \dots \text{Equation 3.1}$$

Where

n represents desired sample size

X² represents Chi Square for the specified confidence level at 1 degree of freedom (3.841) from tables

N represents population size

P represents population proportion (50 in the table)

ME represents desired margin of error (expressed as a proportion=0.05)

Substituting the values in the formulae the following is achieved;

$$n = \frac{3.841 * 232 * 0.5(1-0.5)}{(0.05^2 * (232-1)) + (3.841 * 0.5(1-0.5))} = 145 \dots \dots \text{Equation 3.2}$$

Therefore, the sample size for this study was 145 respondents proportionally distributed in Table-2.

Table-2: Sample Size

Category	Departmental Employees	Management team	Sample size
Kenya Tea Development Authority	74	11	85
Nyayo Tea Zones	53	8	60
Total	127	18	145

Sampling Technique

This study adopted stratified and simple random sampling was used in this study to select employees. The stratified random sampling ensures inclusion, in the sample of sub-groups, which, otherwise, would be omitted entirely by other sampling methods because of their small numbers in the population. This was done by lottery method where the researcher assigned numbers to employees. Papers with numbers indicated on them were mixed well and the researcher did randomly pick 145 papers from 232 papers with staff assigned numbers. This method was used because; each member of the population under study has an equal chance of being selected. Therefore, bias was avoided by use of random sampling, because there was a high probability that all the population characteristics were represented in the sample.

Data Collection Instruments

The researcher used structured questionnaires which contains closed ended questions. Researcher administered questionnaires to the departmental staff of the selected organizations. The choice of structured questionnaire was picked due to its ease of administration, analysis and time saving. According to Osano [30] the questionnaire tool is the most appropriate since a quantitative data capture is a necessity, which can only be obtained directly from the respondents. A structured questionnaire helps to standardize and quantify responses from the research. This is expected to yield very useful information for these study and future studies. It also took care of the human nature of the respondent of wanting to express

their personal views and feeling important as a participant of the research.

Pilot Study

A pre-test study is a mini-version of a full-scale study in preparation of the complete study. To ensure reliability of the questionnaires, a pre-test study was carried out Kaptumo Tea Factory. This factory was used for pre-testing because it has similar characteristic with study area. The pre-testing of the questionnaire was used to; detect possible flaws in measurement procedures and in the operationalization of independent variables; to identify unclear or ambiguous items in a questionnaire and finally the non-verbal behavior of participants in the pilot study may give important information about any embarrassment or discomfort experienced concerning the content or wording of items in a questionnaire. The results helped the researcher to correct inconsistencies arising from the instruments, which ensure that they measure what was intended [31].

Validity of the Research Instruments

In this study, the questionnaire’s construction, quality control and validity are to ensure through: Face validity, where the instrument was subjected to experts to check whether it measures what it was intended to measure. In content validity, the instrument is designed according to the study variables and their respective indicators of measurement; this ensured that each question was appropriated for a particular variable. Construct validity, which was maintained through restricting the questions to the conceptualizations of the variables and ensuring that the indicators of a particular variable fall within the same construct. Lecturers in the

field of strategic management were consulted and their opinions and suggestions incorporated in polishing of the research instruments.

Reliability of the Research Instruments

The questionnaire was test for reliability by using Cronbach’s coefficient alpha to determine the internal consistency of the items. This is a method of estimating reliability of test scores by the use of a single administration of a test. Consequently, it provides good measures of reliability because holding other factors constant, the more similar the test content and conditions of administration are, the greater the internal consistency reliability [32]. In this study, the items were considered reliable if they yield a reliability coefficient of 0.70.

Data Collection Procedures

Data collected was coded and edited to ensure that it was comprehensive, uniform and accurate. Descriptive statistics such as means, standard deviation and frequency distribution were used to analyze the quantitative data. The data was first analyzed for various univariate sample descriptive statistics using the Statistical Package of Social Sciences (SPSS) application version 25.

Pearson’s product moment correlation coefficient analysis was used to test for measures of association between variables. Multiple regression models were used to test the hypo project of the study. Multiple regressions are statistical techniques used to examine the way a number of independent variables relate to one dependent variable. The multiple regression models were employed because it provides the most accurate interpretation of the independent variables. The coefficient of multiple correlations is symbolized by the correlation, R which indicates the strength of the correlation between the combination of the predictor variables and criteria variables.

The regression model that was used to test each of the hypotheses under study is shown below:

$Y = \beta_0 + \beta_1x_1 + \dots$Equation 3.1

Where:

- Y represents performance of tea state corporations
- X₁ represent employee involvement
- β₀ represents a constant

β₁ represents Pearson coefficients of variables (employee involvement).

ε is Error term (random variation due to other unmeasured factors).

FINDINGS AND DISCUSSIONS

Response Rate

Response rate equals the number of people with whom semi-structured questionnaires were properly completed divided by the total number of people in the entire sample [33]. The study administered 145 semi-structured questionnaires for data collection. However, 90 questionnaires were properly filled and returned. This represented 62.1 percent overall successful response rates.

The 62.1 percent response rate was attributed to the use of self-administered questionnaire. Respondents were also assured of confidentiality of the information provided. Babbie [34] suggested that a response rate of 50% is adequate 60% is good and 70% and above very good for analysis. Chen [35] argued that the larger the response rate, the smaller the non-response error. This implies that 81 percent response rate was very appropriate for data analysis. The results of response rate are presented in Table 4.1.

Response Rate		
Response Rate	Frequency	Percentage
Responded	90	62.1
Not responded	55	37.9
Total	145	100

Pilot Study Results

The study conducted pilot study to test reliability and validity of the research instrument. The pilot study used 15 respondents which is 10% of the total sample size. As shown in Table 4.2, formal strategic planning had a Cronbach’s alpha of 0.811, strategic planning techniques had a Cronbach’s of 0.839, management participation had Cronbach’s of .848, employee involvement had a Cronbach’s of .847 and performance of tea farms had a Cronbach’s of .814. This thus shows that all the variables had a Cronbach’s alpha greater than 0.7 and hence the research instrument was reliable and valid.

Table-4 Reliability Statistics

Table 4.2 Reliability Test Results

Constructs	Test Items Cronbach’s Alpha
Employee involvement	4 .847
Performance of Tea State Corporations	5 .814
Average	.832

Demographic Information

This section presents demographic information of the respondents that were involved in the study.

Gender of the Respondents

The study sought to establish the gender of the respondents. Table 4.3 shows the gender of the respondents. From the findings of the study majority 46(51.1%) of the respondents were male while few 44(48.9%) were female. This implies that there were more male employees than their female counterparts in tea estates.

Gender of the Respondents

Gender	Frequency	Percentage
Male	46	51.1
Female	44	48.9
Total	90	100.00

Level of Education

Respondent's education level was categorized into four sub-groups; diploma, undergraduate, master's and PhD. The study found that 26(28.9%) of the respondents had studied up to diploma level. 40(44.4%) of the respondents had degree while those with masters accounted for 22(24.4). Few 2(2.2%) of the respondent had attained PhD. This shows that majority 40(44.4%) of the respondents had degree level. These results are shown in Table 4.4. This implies that majority of the employees had degree level of education. An education level determines opportunities for gainful employment to individual [36].

Level of Education

Level of Education	Frequency	Percentage
Diploma level	26	28.9
Degree level	40	44.4
Masters level	22	24.4
PhD	2	2.2
Total	90	100.0

Descriptive Findings and Discussions

The descriptive used in this study were frequency and percentages.

Employee Involvement

The study sought to determine the effect of employee involvement on performance of tea state corporations in Nandi County. Table 4.9 presents the study results.

Table 4.9 Employee Involvement

Statements		SA	A	UD	D	SD	Mean	Std.Dev.
1. The organizational employees always participate in decision making in order to be aware of what is expected from them during implementation	F	29	40	4	4	13	3.76	1.343
	%	32.2	44.4	4.4	4.4	14.4		
2. The employees actively participate during assignment of responsibilities for implementation for each individual	F	34	35	5	5	11	3.84	1.32
	%	37.8	38.9	5.6	5.6	12.2		
3. Due to employee's participation in strategic planning they are committed to implementing the strategy	F	30	41	2	3	14	3.78	1.368
	%	33.3	45.6	2.2	3.3	15.6		
4. The employees are always monitoring the strategic process to ensure its implementation	F	31	37	4	7	11	3.78	1.331
	%	34.4	41.1	5.6	7.8	12.2		
Valid N	90						3.79	

Table 4.9 shows that 69(76.7%) of the respondents agreed and 17(18.9%) of the respondents disagreed with the statement that the organizational employees always participate in decision making in order to be aware of what is expected from them during implementation. Further the study findings showed in terms of means and standard deviation that the organizational employees always participate in decision making in order to be aware of what is expected from them during implementation (Mean=3.76, Std. dev=1.343).

Also, 69(76.7%) of the respondents agreed and 16(17.8%) of the respondents disagreed with the statement that the employees actively participate during

assignment of responsibilities for implementation for each individual. Further the study findings showed in terms of means and standard deviation that the employees actively participate during assignment of responsibilities for implementation for each individual (Mean=3.84, Std. dev=1.32). Further, 71(78.9%) of the respondents agreed and 17(18.9%) of the respondents disagreed with the statement that Due to employee's participation in strategic planning they are committed to implementing the strategy. Further the study findings showed in terms of means and standard deviation that Due to employee's participation in strategic planning they are committed to implementing the strategy (Mean=3.78, Std. dev=1.368).

Finally, 67(74.4%) of the respondents agreed and 18(20%) of the respondents disagreed with the statement that the employees are always monitoring the strategic process to ensure its implementation. Further the study findings showed in terms of means and standard deviation that the employees are always monitoring the strategic process to ensure its implementation (Mean=3.78, Std. dev=1.331). The study also reveals that employee involvement has a positive influence on performance of tea state corporations in Nandi County. This implies that the organizational employees always participate in decision making in order to be aware of what is expected from them during implementation. Also, the employees actively participate during assignment of responsibilities for implementation for each individual.

Further, due to employee’s participation in strategic planning they are committed to implementing the strategy. Finally, the employees are always monitoring the strategic process to ensure its implementation. The study results concede with Bhuiyan [20] who did a study on employee involvement in decision making in RMG sector of Bangladesh. The study identifies the causes of poor participation of the employees in decision making and correlate between employee involvement, motivation and performance. It was noted that there is a significant positive correlation between decision making, motivation and performance.

The study also identified five major causes of poor participation in decision making, such as, absence of willingness of the management, absence of labor

union activities, lack of workforce diversity, illiteracy of the workers and political grouping among the workers. The study also agrees with Cooke [21] who did a study on the employee involvement programs, group-based incentives, and company performance in Michigan: The evidence indicates that employee involvement programs contributed substantially more to performance in unionized firms than in nonunion firms, whereas profit and gain sharing programs contributed substantially more to performance in nonunion firms than in unionized firms.

Inferential Analysis

This section describes the results of correlation analysis and regression analysis

Correlation Analysis Results

Correlation refers to the strength of an association between two variables. A strong or high correlation means that two or more variables have a strong relationship with each other while a weak or low, correlation means that the variables are hardly related. Correlation coefficient can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while a value of +1.00 represents a perfect positive correlation. A value of 0.00 means that there is no relationship between variables being tested [37]. Employee involvement was strongly positively and statistically significant correlated to performance of tea corporations (r=0.893 p<0.01). This gave an implication that all the study variables were positively correlated to performance of tea corporations.

Correlations Analysis Results

Variable (N=90)	1	2	3	4	5
Employee involvement	.893**	.302*	.898**	.879**	1

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

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

Hypothesis Testing

H₀₁: Employee involvement has no statistical significance on performance of tea State Corporation in Nandi County. The regression results in Table 4.18 indicate that there is significant relationship between employee involvement and performance of tea corporations with a beta coefficient of 0.163 and significance of (p= 0.031). The study rejected the hypo project. These results concur with Bhuiyan [20] who did a study on employee involvement in decision making in RMG sector of Bangladesh: Correlation with motivation and performance. The study identifies the causes of poor participation of the employees in decision making and correlate between employee involvement, motivation and performance. The study revealed that there is a significant positive correlation between decision making, motivation and performance.

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The study objective was to determine the effect of employee involvement on performance of tea state corporations in Nandi County. The respondents agreed in all aspects of formal strategic planning. They agreed that, the organizational employees always participate in decision making in order to be aware of what is expected from them during implementation, employees actively participate during assignment of responsibilities for implementation for each individual, due to employee’s participation in strategic planning they are committed to implementing the strategy and that the employees are always monitoring the strategic process to ensure its implementation.

The study findings also showed that employee involvement was statistically significant and has a positive influence on performance of tea state corporations in Nandi County. The study findings also

revealed that employee involvement has a positive influence on performance of tea state corporations in Nandi County. This implies that the organizational employees always participate in decision making in order to be aware of what is expected from them during implementation. Also, the employees actively participate during assignment of responsibilities for implementation for each individual. Further, due to employee's participation in strategic planning they are committed to implementing the strategy. Finally, the employees are always monitoring the strategic process to ensure its implementation.

RECOMMENDATIONS OF STUDY

For employees to be genuinely committed to their jobs, organizations should make conscious efforts at strategically managing performance appraisal, career planning and employee involvement with a view to ensuring effective implementation and achieving desired results.

CONCLUSION

The study finally concluded that employee involvement has a positive influence on performance of tea state corporations in Nandi County. This implies that the organizational employees always participate in decision making in order to be aware of what is expected from them during implementation. Also, the employees actively participate during assignment of responsibilities for implementation for each individual. Further, due to employee's participation in strategic planning they are committed to implementing the strategy. Finally, the employees are always monitoring the strategic process to ensure its implementation.

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