EFFECTS OF TRADE UNION ACTIVITIES ON ORGANIZATIONAL PERFORMANCE: A CASE OF THIKA LEVEL FIVE HOSPITAL

BY

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UNITED STATES INTERNATIONAL UNIVERSITY -AFRICA

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ORGANIZATIONAL PERFORMANCE: A CASE OF THIKA
LEVEL FIVE HOSPITAL

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A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA)

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STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution, or university other than the United States International University Africa in Nairobi for academic credit.

Signed: ______________________  Date:________________________

Cecilia Maina (ID No:650020)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ______________________  Date:________________________

Dr. James Ngari, PhD

Signed: ______________________  Date:________________________

Dean, Chandaria School of Business
ABSTRACT

The general purpose of the study was to establish the effects of trade union activities on organizational performance. A case of Thika level 5 Hospital. This study was guided by the following research objectives; to determine the effect of collective bargaining agreement negotiation on organizational performance, to determine effect of work stoppage on organizational performance and to determine the effect of dispute resolution on organizational performance.

A descriptive research was used to investigate variables without manipulating. The target population was 550 employees. The study targeted employees who work at casualties and emergency department, nursing care, and clinical and diagnostic department. Stratified random sampling method was used to select a sample of 100 employees. Reliability and validity analysis was conducted to establish whether the research instrument meets the threshold. Correlation analysis was adopted to establish the relationship between the independent and dependence variables. SPSS was used to aid in data analysis. Results were presented using figures and charts.

The first objective of the study was to determine the effect of collective bargaining agreement negotiation on organizational performance. It was revealed that respondents could not reach an agreement on trade union use collective bargaining agreement to negotiate for better pay and workplace protection. However, respondents agreed that working conditions in the organization are poor, trade union has a significant influence on terms and conditions, and occupational health and safety programmer has an impact on organizational performance, reduction in accident and injuries influences performance the organization has adequate occupational health and safety procedures.

The second objective of the study was to determine effect of work stoppage on organizational performance. The findings showed that respondents strongly agreed that strike has an effect on organizational performance, strike has a negative influence on quality of service offered, strike occurs due to poor working conditions and excessive working hours, strongly agreed that employees use strikes to express themselves when negotiations fail, the organization has to implement the minimum wage set and there is lack of additional benefits and irregularities in payment of overtime. Moreover, it was also established that respondents agreed that the organization offers unfair remuneration, agreed
that the organization has lack of minimum facility and safety. The findings also revealed that respondents disagreed that the organization has policies in place to deal with strikes.

The third objective of the study was to determine the effect of dispute resolution on organizational performance. It was revealed that respondents agreed that trade unions represent workers at disciplinary and grievance hearing, conflict management had a significant effect on organizational performance, that mediation is used to solve conflict rising from personal differences and trade union negotiation influences organizational performance. However, respondents could not reach an agreement on unfair termination of employment contract and under payment of wages influenced labor dispute and the organization has conflict management strategies in place.

In conclusion, working condition in the organization is poor, trade union has a significant influence on terms and conditions, employees are were of occupational health and safety concerns, strike effects organizational performance and quality of service offered, strike occurs due to poor working conditions and excessive working hours, there is lack of additional benefits and irregularities in payment of overtime and lack of policies in place to deal with strikes. Employees are represented by trade union during disciplinary and grievance hearing, Mediation is used to solve conflict. There is lack of conflict management strategies and dispute resolution is influenced by unfair termination of employment contract

It is recommended that the use of collective bargaining strategy will enable trade union negotiate for better pay and workplace protection, it will also help trade union determine employment terms and condition and clear job description. Thika Level 5 Hospital should offer employees better facility and safety at work, benefits and pay them overtime, implement minimum wage set and develop conflict management strategies to deal with dispute. Based on literature a lot of studies have been done on teachers strike and student’s performance but none has been done on effects of nurse or doctors strike on organizational performance. Therefore, the study recommends that a similar study should be done to determine effects of nurse or doctors strike on organizational performance.

Studies should also be done on effect of work stoppage and organizational performance and despite resolution and organizational performance.
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DEDICATION

I dedicate this work to my loving husband (Peter), children (James, Abigail and Andrew) and colleagues in the Human Resource Management fraternity for always believing in me and constantly encouraging me to strive for excellence.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

A trade union or labor union is an organization of workers or employees who have come together to achieve common goals in reds such as working conditions and protecting and promoting their mutual interests through collective action. A trade union, through its leadership, bargains with the employer or the management on behalf of the union member’s and negotiates labor contracts (Row 2010). Trade union is an organization of employee’s made to negotiate with employers through management (Worden, 2009). Trade unions are organizations of workers set up to improve the status, pay and conditions of employment of their members and associations of workers who by means of collective bargaining seeks to improve their working conditions and social positions (Koumenta, 2011).

Trade unions are associations of employees and their main objective is to represent employees’ interests to the employers (Armstrong & Taylor, 2014). According to Deery and Iverson (2005), trade unions can affect organizational productivity positively or negatively. Through successful negotiation, trade unions are able to positively affect organizations productivity. In addition, trade unions can also negatively affect organizations productivity by causing employees to stop working or to engage in sabotage. According to Amah and Ahiauzu (2013), organizations that are unionized are more productive than organizations that are nonunionized. Cote (2013) asserts that trade unions’ can increase organizational productivity. However, trade unions can also decrease organizational productivity when they fail to peacefully negotiate for better terms, trade unions often engage in strikes during which organizational productivity decreases (Cote, 2013).

Gall and Fiorito (2016) state that trade union deals with regulation of relations between employees and employers. A trade union is an organization of employees formed on a continuous basis for the purpose of securing diverse range of benefits (Podro, 2011). Trade Union is a continuous association of wage earners for the purpose of maintaining and improving the conditions of their working lives (Kambilinya, 2004).
Trade union represents their members when they have problems at work, negotiate for pay, working hours, holidays, changes to working practices, employees for layoffs, retrenchment, promotion and transfer. Most trade unions also offer their members training courses regarding; employment rights, health and safety and other issues (Ismail, 2013). Pencavel (2009) state that trade union’s play an important role in organizational productivity. They fight for employee’s interest and help in solving employee grievances. Seago and Michael (2004) conducted a research on the effect of registered nurses’ unions on heart-attack mortality. Findings revealed that there was a positive and statistically significant association between unions and productivity in the American manufacturing and education sectors. Naércio, José, Hélio and Elaine (2008) conducted a research on trade unions and the economic performance of Brazilian establishments. Findings revealed that there was a positive relationship between unionism and performance.

Okwudili and Enyioko (2015) conducted a research on Nigerian union of local government employee’s and the struggle for wage control in Enugu State Civil Service. Findings revealed that in Nigeria, Union does not influence policy decisions on wage control in the state. Collins (2013) conducted a study on labor unionism and its effects on organizational productivity in Jos International Breweries (JIB) PLC, Nigeria. Findings revealed that use of labor union enables an organization solve conflicts thus, increase employee productivity. Muluneh (2016) conducted a research on assessment on the impact of labor union on employees’ performance in Commercial Bank of Ethiopian. Findings revealed that labor union in Ethiopia has a weak practice, and weak bargaining power hence employees not being able to achieve organizational goals.

Lazaro (2015) postulated that Trade Union Congress of Tanzania (TUCTA) was founded in 2000 as a new umbrella of organization for the unions in the country. Its members include; Tanzanian Industrial and Commercial Workers Union (TUICO), Tanzania Local Government Workers Union (TALGWU), Researchers Academicians and Allied workers (RAAWU), Tanzania Seamen Association Union (TASU), Tanzania Railway Workers Union (TRAWU), Tanzania Government and Health employees (TUGHE), Tanzania Plantations and Agriculture workers Union (TPAWU), Tanzania Mining and Construction workers Union (TAMICO), Communication and Transport and workers Union (COTWU) becomes under TUCTA. Kambilinya, (2004) conducted an assessment of Performance of trade unions in Malawi. Findings indicated that trade union is not able to
meet employee’s needs. The study recommends that for trade union to increase its performance, it should increase its fundraising strategy hence, create a sustainable financial base. Increase its marketing strategies, offer training and capacity building, develop a relationship between union leaders and its member’s and exercise good governance.

Mohamed (2014) conducted a study on trade union’s participation on improving employee condition: a case of Tanzania Teachers. Findings revealed that trade unions in Tanzania are facing a challenge due to mismanagement of member claims, lack of enough funds and lack of supporting documents. According to Manda (2000), in Tanzania, trade union offers several programmers to their members to help them become more productive and aware of their rights. Ismail (2013) conducted a research on impact of trade union on improving employees working conditions in Cotwu and Tughe. Findings revealed that employees face challenges in their work environment due to; lack of enough salary, trade unions to side with employees and lack of formal contracts.

According to Registrar of Trade Unions (2010) Kenya has 40 registered trade unions. 32 of them are associated with Central Organization of Trade Unions. Central Organization of Trade Unions was established in 1965 as the sole national trade union federation. Its members includes; Banking Insurance and Finance Union (K) (BIFU), Transport and Allied Workers Union (TAWU), Railways Workers Union (RAWU), Kenya Local Government Workers Union (KLGWU) University Academic Staff Union (UASU) whereas, Kenya National Union of Teachers (KNUT), Union of Kenya Civil Servants, and Kenya Union of Post Primary Education Teachers (KUPPET) are example of trade unions that are not affiliated with Central Organization of Trade Unions.

Kisaka (2010) conducted a study on challenges facing trade unions in Kenya. Findings revealed that financial constraints, splitting of unions and mismanagement, government and employer intervention in trade union activities and controlling of their affairs, advancement in technology, differentiated and changing composition of workers are example of challenges that trade union in Kenya are facing. It was recommended that trade unions should increase member education programmers to improve employee performance and build teamwork. Jepkorir (2014) conducted a research on the effect of trade unions on organizational productivity in the cement manufacturing industry in Nairobi. Findings revealed that there was a positive relationship between trade union and organizational
productivity. However, according to Marindan (2012), organizations productivity is affected negatively due to strikes by labor unions, organizations productivity is affected negatively.

Thika Level 5 Hospital began its operations in 1941 and is strategically located at the heart of Thika Town of Kiambu County. It enjoys acreage of 7.97 Hectares. The hospital is run by a cohesive, highly trained, dedicated and specialized human resource team of 550 members firmly anchored on the pillars of teamwork and self-sacrifice. Thika Level 5 Hospital provides health services to an average of 20,000 inpatients and 350,000 outpatients annually. The hospital’s provision of quality health services has blurred inter-county boundaries which has seen patients trickle in from more counties including Nairobi, Murang’a, Kirinyaga and Machakos, translating to a catchment population of 3-5 Million people on average. Its services include; accident and emergency services, HIV/AIDS comprehensive care services, laboratory and mausoleum services, medical specialties, medicines and poisons information management, nutrition and patient support, obstetrics and gynecology, occupational therapy, pediatric, pharmaceutical care, physiotherapy, radiotherapy and cancer treatment, specialized care an surgical units among others (Thika Level 5 Hospital, 2017).

1.2 Statement of the Problem

Jepkorir (2014); Deery and Iverson (2005); and Marindan (2012), have conducted a research on trade unions on organizational productivity. Safia (2012) conducted a research on the effect of trade union on employee’s performance: a case study of (G4’s) Nairobi. It was recommended that in cases of strike FKE and COTU should establish a procedure for dialogue in case disputes arise. Through dispute resolution, trade union will be able to create a favorable working environment hence create a positive effect on organizational performance. Manda, Bigsten and Mwabu, (2005), researched on trade union membership and earnings in Kenyan manufacturing firms. Findings revealed that in contrast to earlier research that have found a negative effect between trade union and wages. The study revealed that there was a positive relationship.

Wairagu (2013) conducted a research on effectiveness of trade unions’ strategies in enhancing teacher professional performance in public secondary schools in Kieni West District. Findings revealed that teachers union are used to fight for teacher’s benefits and
advocacy in education reform. It was concluded that increase in teachers allowance motivates employees hence increase in performance. The study recommended that government and teachers service commission should provide employees with better working condition and increase number of teachers in schools and provide them with required resources to perfume their job.

Lwegado (2012) conducted a research on the relationship between trade union membership and job commitment among nurses in Vihiga County, Kenya. Findings revealed that trade unions’ play a significant role in bringing harmony, cooperation and peace. The research also revealed that there was a strong positive correlation between trade union membership and job commitment. A lot of research has been done on trade union but very few have been done on trade union and organizational performance. The study seeks to close that gap and add more literature on effects of trade union activates on organizational performance.

1.3 General Objective

The purpose of this study was to investigate effects of trade union activities on organizational performance: A case of Thika level 5 hospital.

1.4 Specific Objectives

The study was guided by the following three specific objectives:

1.4.1 To determine the effect of collective bargaining agreement negotiation on organizational performance of Thika level 5 hospitals.

1.4.2 To determine effect of work stoppage on organizational performance of Thika level 5 hospital.

1.4.3 To determine the effect of dispute resolution on organizational performance of Thika level 5 hospital.

1.5 Importance of the study

1.5.1 Government

Findings and recommendations from this research enabled government institution to come up with policies and strategies that are in line with employee’s requirement. They can also come up with strategies to provide employees with better salaries and working conditions.
1.5.2 Trade Union

Trade unions were able to identify their strengths and weaknesses and come up with ways to improve their performance and service delivery to its members.

1.5.3 Thika Level 5 Hospital

The study benefited Thika level 5 hospital and other Institutions. They will be able to identify ways they can use to relate and interact with trade unions and provide employees with better working conditions hence increased performance.

1.5.4 Researcher

The study added more knowledge and literature. Researchers can use recommendations and findings of this study to conduct future research in other industries and find other trade union activities that affect organization performance.

1.6 Scope of the Study

This study was to evaluate effects of trade union activities on organizational performance. The study was conducted at Thika level 5 Hospital. The total population was 550 employees. It targeted employee who are working at casualties and emergency department, nursing care department and clinical and diagnostic department. The limitation of the study was unwillingness of employees to answer the questionnaires and time taken in the field to collect data. The study was carried out from May to September 2018.

1.7 Definition of Terms

1.7.1 Trade union

Trade union is an organization of employee’s made to negotiate with employers through management (Worden, 2009).

1.7.2 Organizational performance

Organizational Performance is the valued productive output of system in the form of goods service (Swanson, 2000).

1.7.3 Collective Bargaining Agreement

Collective bargaining agreement is the process by which organized groups of employees and employers search for ways to coordinate their conflicting goals through common circumstances (Vettori, 2005).
1.7.4 Dispute Resolution
According to Colvin, Klaas and Mahony (2006), dispute resolution is a range of processes and techniques used in resolving disputes without the need for litigation in court.

1.7.5 Work Stoppage
According to Olang (2017), work stoppage is the process where employers prevent employees from working.

1.8 Chapter Summary
This chapter has discussed background of the study and statement of the problem. It has also highlighted specific objectives that were used, importance of the study, and scope of the study and definition of terms. Chapter two discusses literature review based on specific objectives. Chapter three analyzed research methodology that was used in the study. Chapter four covers results and findings and chapter five discusses discussion, conclusion and recommendation.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter presents theoretical literature on effects of trade union activities on organizational performance. The study was guided by research specific objectives; to determine the impact of collective bargaining agreement negotiation on organizational performance, to determine impact of work stoppage on organizational performance and to determine the impact of despite resolution on organizational performance.

2.2 Collective Bargaining Agreement Negotiation and Organizational Performance

Collective bargaining is a process through which trade union represent their members and negotiate terms of employment such as; wages, benefits, and working conditions with their employers (American Federation of Labor and Congress of Industrial Organizations, 2016). According to Kochan (2012), collective bargaining is employee relationship between unions and their employers. Finnemore and Van der Mewe (1996:147) defines collective bargaining as "A collective agreement means a written agreement concerning terms, conditions of employment or any other matter of mutual interest concluded by one or more registered trade unions and one or more employers and or registered organisations".

Labor unions in the United States use collective bargaining agreements to determine a framework for working conditions; it will include productivity and output (Rolfsen, 2013). According to Zhavoronkov (2015), trade Unions negotiate collective bargaining agreement to protect and increase the rights of their members to receive better pay and workplace protections. Odhong and Omolo (2014) noted that collective bargaining provides an important channel and framework used to determine employment terms and conditions. In addition, collective bargain provides a structure that provides a clear job description and work performance. Gyesie (2017) investigated exploring the impact of collective bargaining agreements on employee performance management. It was established that collective bargaining influences performance.
2.2.1 Terms and Conditions of Employment

Boheim and Booth (2004) postulated that employees join trade union for protection and improved terms and conditions of employment. Trade union can achieve this by developing a collective strength and solidarity if its members. Working conditions refers to the working environment and to the non-pay aspects of an employee’s terms and conditions of employment. Working conditions includes; training, skills, health, safety and well-being; working time and work-life balance (Armstrong and Taylor 2014). Parasail (2013) conducted a study on railway employees’ perception towards working condition and the role performed by trade unions. Findings revealed that employees’ are satisfied with the salary, benefits provided by the organization, leave, working hour, maternity leave, and bonus.

John (2010) asserts that teachers in government schools in Tanzania are not able to work effectively because they are demoralized, given low salaries, offered poor working conditions and treated poorly. Bryson, and Freman (2013) conducted a study on employee perceptions of working conditions and the desire for worker representation in Britain and the US findings revealed that poor working conditions is strongly associated with the desire for union representation. Lee and McCann (2011) in Tanzania, employment contracts are casual, verbal or nonexistent. In addition, collective agreement plays an insignificant role for informal sector workers. Trade unions are not able to bargain for shorter working hours whereas both formal and written contracts are only presented to public administration, real estate, financial services, transport and communications. Moreover, lack of formal contracts leads to problems with conflict resolution when workers concerns arise.

Gichaba (2013) conducted a study on perceived influence of trade unions on terms and conditions of service and job security of employees at Kisii University-Kenya findings revealed that trade union has a significant influence on terms and conditions, hence, influencing staff promotion, education and training of staff members, protective clothing, tools and conditions of work and staff medical benefits. Glumpton (2010) conducted a study on job attitude and employee’s performance of public sector organizations in Jaffna District, Sri Lanka. It was established that organizations that have improved their work terms and conditions are able to improve positively and improve employees job satisfaction and motivation. Wandera (2011) investigated the effects of short term employment contract on an organization. It was revealed that short term employment
affects organizational productivity because the organization spends a lot of time training new employees because their turnover rate is high.

2.2.2 Occupation Health and Safety

Iheanacho and Ebitu (2016) conducted a study on effects of industrial safety and health on employees’ job performance in selected cement companies in Cross River State, Nigeria. The study adopted a survey research design. Simple random sampling was used to select a sample of 100 employees. Pearson correlation was done to determine relationship between variables. The findings revealed that there was a positive significant relationship between industrial health/safety strategies and employee job performance. Abihud (2013) postulated that the impacts of the health and safety programmes on the organization performance in Arusha Airport Authority. A case study approach was used. The study sampled 31 respondents. Data was collected using semi structured interviews. It was established that occupational health and safety programme has an impact on organizational performance. It was also revealed that training and education, involvement of staffs, conforming to the budget, and motivation are example of challenges that Arusha Airport Authority are facing to successfully implement occupational health and safety at Arusha airport authority.

Asigele (2012) conducted a study on the effect of working environment on workers performance: the case of reproductive and child health care providers in Tarime district. The study targeted 12 health facilities. A cross sectional exploratory study was done. The study interviewed 30 health providers’ and 147 patients. Data was collected using closed and open ended questionnaires. Findings revealed that working environment had a significant influence on performance. Jepkorir (2014) conducted a study on the effect of trade unions on organizational productivity in the cement manufacturing industry in Nairobi. The findings revealed that there was a positive relationship between employee wages and good working condition terms. Deery, Iverson and Walsh (2010) postulated that trade unions can affect an organization’s productivity positively or negatively. They affect productivity positively if they lead to increased employee productivity by successfully negotiating for better working conditions and remuneration packages.

Sheida, Seyed and Leila (2013) noted that organization can increase performance, job satisfaction and employee commitment by reducing the rate of occupational accidents, diseases and unwanted stress, naturally medical leaves, job abandonment and absenteeism.
In their study on relationship between safety and staff performance in hospital. Findings revealed that there was a strongest correlation between relationship between safety and staff performance. Organization can increase performance, job satisfaction and employee commitment by reducing the rate of occupational accidents, diseases and unwanted stress, naturally medical leaves, job abandonment and absenteeism. Dwomoh, Owusu and Addo (2013) researched on impact of occupational health and safety policies on employees’ performance in the Ghana’s timber industry. Findings revealed that there was an inverse relationship between reducing the number of accidents and injuries through health and safety promotions and employees performance.

Lim (2012) workers who are able to understand health and safety rules and procedures in the organization and tools used at work are able to work efficiently and effectively, thus, increase in employee and organizational performance. Hudson (2012) in his study on Respect, equity and diversity framework: creating workplaces with positive cultures it was revealed that health and safety promotion has a direct positive impact on employees’ performance and organizational productivity. Mailu (2016) investigated establishing employee’s perception on occupational health and safety concerns at East African Portland Cement. Findings revealed that employees’ are aware of occupational health and safety concerns which included; exposure to dust, high temperatures, noisy environment and exposure to allergic industrial substance. Additionally there was a significant relationship between occupation health concerns and organizational performance.

Muluken (2016) conducted a study on impact of occupational safety and health on organizational performance in East Africa Bottling Company findings revealed that despite the fact that East Africa Bottling had occupational safety and health policy, rate of employee injury was high. 82.1% faced minor injuries with 67.9 % of them being hospitalized hence having a negative impact on organizational performance. It was also revealed that employees faced this injury due to carelessness of employee, lack of awareness and training, poor OSH implementation supervision. Rahman (2014) researched on an assessment of occupational health and environmental safety on Job Performance in Echotex Ltd. Findings revealed that the occupational health and safety in the company are inadequate. Employees do not comply and are not committed to health and safety rules. It was recommended that the company should have a safety committee and maintain regular monitoring, inspection and evaluation and conduct reviews for improvement.
Oluoch (2015) studied effect of occupational safety and health programmes on employee performance at Kenya Power Company Limited. Descriptive research was used. Target population was 10,465 employees. Stratified random sampling was used to select 373 respondents. Primary data was collected using questionnaires. It was established that there was a positive relationship between occupational safety and health programs and employee performance at Kenya Power Company. The study recommends that Kenya Power Company should align their occupational safety programs to their business strategy.

### 2.2.3 Employee Benefits

According to Hofstede (2012), in Africa, it is estimated that in 2007 a total of 37 (67%) out of 55 African countries had a minimum wage in place. In addition, majority of the countries have a simple national minimum wage whereas, some countries have developed minimum wage base on industry or occupations. Mohamed (2014) conducted a research on trade union’s participation on improving employee condition: A case of Tanzania Teachers Union. Findings revealed that inadequate pay is a major challenge facing member of the trade unions. Mason and Bain, (2001) asserts that unionized employees are usually offered training opportunities through this; employees are able to increase their personal development and productivity.

Ndibe (2014) conducted a study on effect of employee’s training on organizational performance in soft drinks bottling Companies in Enugu State, Nigeria. Target population was 694 employees who work at Nigerian Bottling. 254 employees were sampled and primary data was collected using questionnaires. Findings revealed that training has a positive influence on organizational performance. Hassan (2014) conducted a research on training and development impact on organizational performance in oil and gas sector of Pakistan findings revealed that there was a positive relationship between training and organizational performance. Matofar (2015) researched on effect of training practices on the performance of small and medium size hotel enterprises in Mombasa County found out that there is a positive effect between training practice and performance of SME hotels. It was also revealed that hotels in Mombasa prefer using on-the-job training.

According to Brown (2006), work environment can positively or negatively affect employee’s productivity. Koumenta (2011) noted that employee’s productivity and service delivery is usually low due to stressful working conditions. However, if working conditions
are good employee’s productivity and service delivery increases. Mandago (2014) researched on effects of terms of employment on employee engagement and employee commitment of employees in coffee board of Kenya. Findings revealed that inadequate compensation of overtime hours worked had a negative impact in employee commitment and employee engagement and organizational performance.

Kaburu (2010) conducted a study on the relationship between terms and conditions of service and motivation of domestic workers in Nairobi. The study established that employees were happy with quality of accommodation payment interval and leave entitlement. However it was also established that employees were not happy with low monthly pay, long hours of work, and rudeness from employer’s family, lack of clear instructions, and lack of appreciation. It was recommended that for an organization to be more productive they should motivate employees by improving terms such as monthly pay, giving financial benefits and reducing the amount of work among others.

2.3 Work Stoppage and Organizational Performance

Industrial action can take a number of forms. It can include strikes, stoppages of work, work bans and lock-outs (Mwamzandi, 2013). Gathoronjo (2008) state that ministry of labour has experienced increased in labor disputes, strikes and work stoppage in the public sector. This has led to higher labor turnover rate in the health and education sector. It has also led to poor human resource utilization through loss of man-hours.

2.3.1 Strikes

Dessler (2013) state that strike is a withdrawal of labor. It is temporary stoppage of work by a group of workers (not necessarily union members) to express a grievance or enforce a bargaining demand. Chijoke (2013) defined strike as an organized work stoppage by a body of workers to enforce compliance with demands made on an employer or a group of employers.” Normally, Academic Staff Union of Universities in Nigeria uses strike as a means to force the government to respect the demands of the union. International Labor Organization (2011) state that strike is the most visible and controversial form of collective action in the event of a labor dispute and is often seen as the last resort of workers’ organizations in pursuit of their demands. Strikes caused by trade union’s lead to work stoppages and loss of productivity (Marindany, 2012).
Ivancevich (2010) state that strike is an effort by employee to withhold work so that the employer will make greater concessions at the bargaining table. Strike is a major bargaining weapon used by labor union. Economic strike occurs when employees stop work until the demand for better condition of employment is met whereas, sit down strike occurs when employee strike but remain at their work place. Budd, Chi, Wang and Xie (2014) studied what do unions in china do? Provincial level evidence on wages, employment, productivity, and economic output. It was revealed that Chines trade unions are not allowed to organize strikes and they also influence organizational productivity. Amegee (2010) conducted a research on the causes and impact of labor unrest on some selected organizations in Accra. It was established that labor unrest leads to salary loss, profit loss, revenue loss to the state, productivity loss to employers, job loss to workers and shortage of goods and services affecting society. Onwu (2012) conducted a study on effects of labor management relations on workers performance in an organization. It was revealed that strike has an effect on organizational performance.

Rajalakshmi (2012) argues that through stick an organization will experience economic lose, loss of profit, loss of market connection, goodwill, and incur expenditure to protect plan. Rohit (2015) asserts that labor unrest can cause disruption of economic activities hence leading to misery and hardship. It can also lead to reduction of organizational productivity. Ige (2014) researched on towards the stemming of the tide of strikes in tertiary institutions in Nigeria: stakeholders’ roles and responsibilities. The study recommends that the organization should have effective administration, government should provide adequate funding of education/tertiary education and staff should also be oriented. Osuorji and David (2014) investigated the effect of incessant strikes on academic performance of business education students in Abu, Zariahe. The study adopted descriptive survey research design. The result shows that incessant strikes by lecturers have a resultant effect on the academic performance of the students of business education programme in ABU, Zaria.

Olusegun (2014) conducted a research on ASUU Strikes and Academic Performance of Students in Ekiti State University Ado-Ekiti. Findings revealed that strike has a negative impact on quality of graduates from Nigerian universities. In addition, strike action affected the quality of teaching in Universities. Sommer (2014) asserts that when a group of
employees voluntarily joins a labor union or other formal organizations, and this group goes on strike; the overall employee performance will suffer. Edinyang and Ubi (2013) conducted a research on studies secondary school students in Uyo Local Government Area of Akwalbom State, Nigeria. Findings revealed that disruption in academic programmer from strike action affect the quality and quantity of students’ learning habit. Based on literature a lot of studies have been done on teachers strike and student’s performance but none has been done on effects of nurse or doctors strike on organizational performance.

Adesina (2003) posit that health workers strike because of breakdown in negotiation and disagreements between employers and the employees. Thompson (2011) studied means and ends: Performance of trade unions in Kenya. Target population was mining and construction industries in Kenya between 2000 and 2010. It was revealed that strike is used by most trade unions as a tool to express employee’s needs when management is not willing to engage in negotiations. Moreover, the use of strike leads to huge profit lose and dismissal of employees who participate in strike.

2.3.2 Factors Influencing Employee Strikes

Mwamzandi (2013) conducted a research on industrial relations and industrial action: exploring socio economic factors and their effect on industrial action in selected parastatals in Kenya. Findings revealed that recent wave of strike in parastatals was as a result of the increase in inflation. Amadi and Urho (2016) investigated strike actions and its effects on educational management in universities in Rivers State. Findings revealed that poor condition services, poor salaries and different salary structure and poor supply of welfare services for staff and students are the cause of strike action.

According to Suleyman (2015), employee strike occurs due to poor working conditions, excessive working hours. In addition, according to labor relation act of Tanzania, the maximum number of hours an employee is allowed to work in a week is 45 hours, an employer is also required to pay an employee not less than one and one half times the employee basic wage for any overtime worked. Strike is also caused by unfair remuneration for example low salary, discrimination and inadequate working tools. Rohit (2015) poor working conditions, insufficient pay and inter-union rivalry are example of factors affecting employee strikes. Kamrul, Ashraful and Arifuzzaman (2015) conducted a study on the major causes of labor unrest and its effect on the RMG Sector of Bangladesh. Findings
revealed that labor unrest is caused by irregularities in payment, low wage, mistreatment of the workers by managers/ officers, rumor, absence of trade union, conspiracy, non-execution of labor laws, unruly nature of the workers and political intervention.

Shaheen, Mohammad and Nazrul (2013) conducted a research on labor unrest in the ready-made garment industry of Bangladesh. Findings revealed that the main causes of labor unrest include; lack of minimum facility and safety at work, sub-standard living conditions, deferred payment of wages and benefits, international conspiracy and coercive role of the law enforcing agency, too much dependency on buyers, pressures from the workers and local terrorists, use of workers by others and rumors, unfulfillment of education demands of their children, distorted minded workers, political instability of the country, too much workload, lack of promotion opportunity, insufficient wages to survive. Bjorn (2010) conducted a study on enemies of the nation or human rights defenders? Fighting poverty wages in Bangladesh sweat free communities. Findings revealed that the failure of garment factories to implement the minimum wage set for garment workers and a lack of recognized labor unions were the key reasons for the recent unrest.

Nazrul and Shaheen (2014) conducted a study on socioeconomic factors and the labor unrest in ready-made garment industry of Bangladesh. Findings revealed that the main causes of labor unrest include lack of additional benefits and irregularities in payment of overtime, deferred festival bonus, lack of motivational training program, conflicting perception about the rich people of the society, and demand of minimum wage. Rabiul, Masud, Mahanaz, Mohammad and Kayssar (2013) conducted a research on consequences of labor unrest in Jute Mills of Khulna Division in Bangladesh. Findings revealed that most of the workers are agitate because of dissatisfaction on salary, fringe benefits and working condition and outcome is unexpected mainly low productivity and frequent change of trade union leadership. Obinna, Iheaka and Olabisi (2015) investigated industrial action by healthcare workers in Nigeria in 2013 - 2015: Causes, Consequences and Control: A Cross-sectional Descriptive Study. Cross-sectional descriptive survey was used. The study sampled 150 employees. Primary data was collected using questionnaires. Findings revealed that employee strike is caused by poor healthcare leadership, demand for higher salaries and wages, infrastructural issues and inter-personal issues.
2.2.3 Ways of Mitigate Labor Unrest

Amadi and Urho (2016) conducted a study on strike actions and its effects on educational management in Universities in Rivers State. It was recommended that the organization should implement better salaries, fringe benefit and other working conditions between labour and management government. Nazrul and Shaheen (2014) conducted a study on socioeconomic factors and the labor unrest in ready-made garment industry of Bangladesh. It was recommended that the organization should develop policies to deal with causes of labor unrest. According to an article written by Masika (2016) on why Kenyan health workers are on strike and what can be done about it. He stated that the government and employers in the health sector should work proactively promote harmony. They should also adopt fair labor practices by engaging unions continuously not only during industrial unrest.

Ouma (2012) conducted a research on a survey of perception of members of the use of industrial action in resolving labor disputes among selected trade unions in the education sector in Kisumu County. It was recommended that organizations should adopt a more proactive approach to managing crisis situations through a collective bargaining and effective negotiation, incorporate employees or their unions on issues pertaining to their welfare to help avert industrial actions and honor collective bargaining agreements reached between them and the employees in order to avert the recurrence of industrial action. Industrial actions provide a meaningful voice for employees to express their concerns, though at times they yield very little results or none at all. Trade unions have always called upon their members to take to industrial actions to demand higher wages and to agitate for healthy working conditions among other reasons. Members on the other hand perceive the use of industrial action in resolving labor (Adebimpe, Owolade and Adebimpe, 2010).

2.4 Despite Resolution and Organizational Performance

Labor disputes are disagreements arise between workers and management/employers regarding matters related to interests and rights (Khanka, 2005). Alternative dispute resolution is a range of processes and techniques used in resolving disputes without the need for litigation in court. Alternative dispute resolution processes have been increasingly used in resolving employment disputes, particularly in non-union workplaces (Colvin et al, 2006). Malekela (2015) conducted a study on labor disputes prevention mechanisms and industrial relations. Findings revealed that in wood industry labor disputes was based on
unfair termination of employment contracts, under payment of wages and there was little labor disputes prevention measures. Emal (2011) conducted a research on labor-management relation in small business in the absence of union representation in Addis Ababa. Findings revealed that small business use open door policy as the major alternative for dispute resolution technique to solve conflicts and use of open communication and cooperation between the management and employees.

2.4.1 Conflict Management

Work place conflicts arise due to scarcity of freedom, position and resources (Hotepo, Asokere, Abdul-Azeez and Ajemunigbohun, 2010). Kazimoto (2013) state that workplace conflict is the presence of disagreement that occurs when goals, interests or values of different individuals or groups are incompatible and frustrate each other’s attempt to achieve objectives in an organization. Ramani and Zhimin (2010) noted that conflicts can lead to disputes, grievances, lawsuits, complaints, strikes, and disciplinary actions. Kituku (2015) conducted a study on influence of conflict resolution strategies on project implementation. The study used descriptive survey design. Target population was 111 employees. Purposive sampling was used to select 31 respondents. Findings revealed that conflict resolution strategies influenced the implementation of a project. Abdul and Sehar (2015) conducted a study on conflict management and organizational performance. Findings revealed that conflict management had a significant effect on organizational performance. Olang (2017) conducted a study on the influence of conflict management on organizational performance. Findings revealed that there was a positive relationship between negotiation and organizational performance and Stima Sacco has an effective conflict management in place.

Awan and Anjum (2015) state that organizations that manage their conflicts proper are able to increase its performance by using scares resources and achieving its objective. However, unmanaged conflicts have a negative impact on both employee satisfaction and performance and timely management of conflict has the potential of improving employee satisfaction and job performance. Ghafoor and Sehar (2105) in their research on conflict management and organizational performance it was revealed that conflict has a significant effect on organizational performance. It was suggested that organizations should adopt conflict management strategies to improve performance of the organization hence ensuring
a free flow of communication between the management and employees as well as promote interpersonal relationships among co-workers to boost their morale.

Mwikali (2016) conducted a research on influence of implementation of conflict management strategies on employee’s performance: A case of Kenya Power Company. It was established that there was a relationship between conflict management strategies and employee performance. The study recommended that Kenya power should organize seminars and workshops on organizational conflict management and should also have strategies that are suitable for the organization to manage conflicts. In addition, conflict arises between individuals due to different styles of communication, cultural backgrounds and political and religious views. Conflict arises within groups due to disagreements between subgroups, and conflict arises between groups due to competition or rivalry. The purpose of conflict management is to teach groups conflict resolution skills, such as managing conflict, finding self-awareness about the types of conflict and effectively communicate while in conflict with a team member (Mwikali, 2016).


2.4.2 Negotiation

Negotiating process involves balancing matters between two parties so that the negotiator not only gets what they want but also get what they want in the best possible way (Forsyth, 2009). Negotiation is a process that involves parties meeting to identify and discuss the issues at hand so as to arrive at a mutually acceptable solution without the help of a third party. It is also described as a process involving two or more people of either equal or unequal power meeting to discuss shared and/or opposed interests in relation to a particular area of mutual concern (Muigua, 2012). Okoth (2013) conducted a study on conflict management strategies used in secondary schools in Kisumu Municipality. Findings revealed that use of negotiation as a conflict management strategy increases performance.
Olang (2017) conducted a research on the influence of conflict management on organizational performance. It was established that there was a positive relationship between negotiation and organizational performance.

Adhiambo and Simatwa (2011) researched on assessment of conflict management and resolution in public secondary schools in Kenya. Findings revealed that public secondary schools use strategies such as arbitration, reconciliation, negotiation, collaboration and effective communication to manage conflicts hence increase in organizational performance. A trade unions leadership bargains with the employer on behalf of its members on terms and conditions of employment. This may include negotiation of wages, work rules, complaint procedures, rules governing hiring, firing and promotion of workers, benefits, workplace safety and policies. The agreements negotiated by the union leaders are binding on the entire membership and the employer and, in some cases, on other non-member workers (Turner and Daryl, 2012).

Negotiation is realized in and through communication. Communication is the process and also the product of negotiation. Clear communication is the first foundation for successful negotiation (Forsyth, 2009). Azamoza (2004) argued that win-lose negotiation outcome can help strengthen the organization and enable an organization improve its performance.

2.4.3 Third Party Intervention and Organizational Performance

Mediation is a process in which the participants, with the assistance of the dispute resolution practitioner (the mediator), identify the disputed issues, develop options, consider alternatives and endeavor to reach an agreement (National Alternative Dispute Resolution Advisory Council, 2011). Armstrong (2010) state that mediation is the process where third party assists the negotiators in their discussions and also suggests settlement proposals. It is a cheap and informal alternative to an employment tribunal and offers a quick resolution to problems, with privacy and confidentiality. A conflict management survey report (2011) showed that mediation seeks to provide an informal and speedy solution to workplace conflict, and it can be used at any point in the conflict cycle to improve performance.

Jemal (2011) noted that conciliation is the process in which the third party attempts to keep labor and management negotiators talking so that they can reach a voluntary
settlement but makes no proposals for solutions or they do not make recommendations on what that agreement should be. Armstrong (2010) asserts that arbitration is the means of last resort for reaching a settlement, where disputes cannot be resolved in any other way. Procedure agreements may provide for either side unilaterally to invoke arbitration, in which case the decision of the arbitrator is not binding on both parties.

Olaleye and Arogundade (2013) posit that use of different management strategies may lead to desirable or undesirable outcomes depending on their effectiveness or ineffectiveness, respectively. Effective management strategy may result in desirable outcome such as smooth management, enhanced discipline, and effective management of time, team spirit, and effective use of resources, achievement of goals, good relationships and great value by stakeholders. However, when ineffective management strategy is used, undesirable outcomes such as strikes, demonstrations, destruction of property, poor performance, emotional stress, and misallocation of resources, absence and frustration may occur (Adhiambo & Simatwa, 2011).

Olang (2017) conducted a research on the influence of conflict management on organizational performance. It was established that there was a positive relationship between third party intervention and organizational performance. Groups and organizations may choose to take different negotiation to conflict depending on their culture, history, power, and resources. Organizations use negotiations strategies such as include: mediation, arbitration, management systems, facilitated problem solving, the judiciary, consensus building, sustained dialogue, war, protests, and strikes (Iravo, 2011). Muigua (2012) in his study on natural resources and conflict management in East Africa. The study showed that disputes within organizations can be resolved by the use of a third party in three different ways Mediation, Arbitration and Litigation.

According to International Online Training Program on Intractable Conflict (2010), third party interventions can help conflicting parties resolve their differences. The role of third party is to provide an outlet by which the conflicting parties can assemble and search for solutions themselves. Mediation is considered as the most active and powerful strategy to manage disputes. Mediators not only facilitate discussions, but they usually impose a structure and process on the discussions that is designed to move the parties toward mutual understanding and win-win agreements mediators can usually get the parties to develop a
common understanding of the situation, which often yields a solution which satisfies the interests of all parties.

McKenzi (2012) illustrated that mediation, conducted by an independent third party, may help resolve claims caused by a breakdown in workplace relationships and assist claimants when employee return to work. According to Adomi and Anie (2005), arbitration is a process where a neutral third party is brought in to arbitrate or resolve the dispute. Parties that fail to resolve their disputes in mediation will often seek arbitration. In arbitration, the arbitrator makes a decision resolving the dispute. Arbitration will always bring an end to the dispute as long as it is binding; both parties are required to comply with the decision.

2.5 Chapter Summary

This chapter presented literature review based on research objectives; to determine the impact of collective bargaining agreement negotiation on organizational performance, to determine impact of work stoppage on organizational performance and to determine the impact of despite resolution on organizational performance. Chapter three discussed research methodology that was used in the study to collect data.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter gives an analysis of research methodology that was used in the study. The chapter discussed the following: research design, study population, sampling procedure and size, the data collection tools and procedure and data analysis methods.

3.2 Research Design

A research design is a blueprint used to collect measure and analyze data (Cooper and Schindler, 2014). It is a detailed plan of how a research study is going to be conducted. In addition, research design can also be used to answer the research question or tested hypothesis. Descriptive research was used. According to Blaxter, Hughes and Tight (2012), descriptive design is used to collect information regarding the current status of the phenomena and describe what exists, with respect to variables. Descriptive research gives an accurate and valid representation of study variables. It also helps a researcher investigate variables without manipulating them, and also report various aspects that define competency (Patton, 2000). The study used quantitative research. Quantitative research relies on deductive reasoning or deduction (Sekaran and Bougie, 2016). Quantitative research gives simple descriptive and relationship among variable (Cooper and Schindler, 2014).

3.3 Population and Sampling Design

3.3.1 Population

A population constitutes all elements a researcher wants to study (Cooper and Schindler, 2014). Sekaran and Bougie (2013) defines population as a group of people, events or things of interest about who the researcher wishes to examine and make inferences. Target population is the complete elements in a specific population that are researcher wishes to study (Zikmund and Babin, 2013). The target population was 550 employees (Thika Level 5 Hospital data base 2017). The study target employees who work at casualties and emergency department, nursing care department, and clinical and diagnostic department at Thika Level 5 Hospital.
3.3.2 Sampling Design

Sampling design is a procedure used to pick a subset of population in which a researcher wishes to sample (Creswell, 2014).

3.3.2.1 Sampling Frame

Zikmund and Babin (2013) state that a sampling frame is a source of material or device from which a sample is drawn. A sample frame is a physical representation of items in the population from which a sample is drawn (Kothari, 2004). Sample list was obtained from Thika Level 5 Hospital data base. The study focused on employees who are working at casualties and emergency department, nursing care department and clinical and diagnostic department.

3.3.2.2 Sampling Technique

Mugenda and Mugenda (2009) define sampling technique as the process of selecting respondents from a population. Stratified random sampling was used. Stratified random sampling is the process of stratification thus drawing a random sample form each stratum (Sekaran and Bougie, 2013). The use of stratified random sampling reduces bias, is relatively inexpensive, increases accessibility of study population, seed data collection and gives a true representation of target population (Cooper and Schindler, 2014). Simple random sampling was also be used to select a sample of 99 respondents. Hair, Black, Babin, Anderson and Tatham (2006) noted that simple random sampling is the process where all sample units in a specific population are given an equal chance of being selected.

Table 3.1: Population

<table>
<thead>
<tr>
<th>Department</th>
<th>Total Population</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Casualties and emergency</td>
<td>150</td>
<td>27</td>
</tr>
<tr>
<td>Nursing care</td>
<td>250</td>
<td>46</td>
</tr>
<tr>
<td>Clinical and diagnostic</td>
<td>150</td>
<td>27</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>550</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: (Thika Level 5 Hospital Data Base 2017)
3.3.2.3 Sample Size

The sample size is the number of observations a researcher includes in a statistical sample. Use of a sample size enables a researcher achieve its objective by making and inference about a population forma a given sample (Holloway and Wheeler, 2015). A sample is a true representative of the population. A sample size was drawn using the following formula.

\[ n = \frac{N}{1 + N(e^2)} \]

Where \( n \) = number of samples, \( N \) = total population and \( e \) = error margin / margin of error.

\[ N = 500 \]
\[ \left[ \frac{1}{(1 + 500)(0.1)^2} \right] \]
\[ = 99 \]

<table>
<thead>
<tr>
<th>Department</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Casualties and emergency</td>
<td>27</td>
<td>27</td>
</tr>
<tr>
<td>Nursing care,</td>
<td>46</td>
<td>45</td>
</tr>
<tr>
<td>Clinical and diagnostic</td>
<td>27</td>
<td>27</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>99</strong></td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

Data collection is the process of gathering information systematically (Burns and Grove, 2013). Data collection is important because it allows for the dissemination of accurate information and development of meaningful programmes (Kombo and Tromp, 2009). Structured questionnaires will be used to collect data. The study used both primary and secondary. Malhotra and Birks (2006) primary data is information collected by researcher from the field to address or resolve specific problem that has been identified for the research project. According to Cooper and Schindler (2014), structured questionnaires are questionnaires that have close ended questions. Structured questionnaires are simple to administer and relatively inexpensive to analyze. The questionnaire was self-administered.
3.5 Research Procedures

The study conducted a Cronbach’s Alpha to determine reliability of the questionnaire. Sullivan (2011) noted that Cronbach α value greater or equal to 0.7 is considered reliable. Five questionnaires were used to conduct a pilot study thus, measure reliability and accuracy of the questionnaire. Mugenda and Mugenda (2003) reported that a pilot study is an instrument used to test the instrument of data collection before conducting the research. Information received form pilot study was included into the questionnaire. According to Lucas and Donnellan (2012), a pre-test sample should be between 1% and 10% depending on the sample size. A letter form United States International University was used to give the researcher an opportunity to collect information. Questionnaires were self-administered. Respondents were given ample time to answer the questionnaires. In addition respondents were assured that information received were treated with confidentiality. Reliability and validity analysis was conducted to establish whether the research instrument meets the threshold.

3.6 Data Analysis Methods

Data analysis is the process of editing, coding and tabulation of data collected into summaries that are manageable and easy to interpret (Cox and Cairns, 2008). The research adopted the use of quantitative research. Sullivan (2011) state that reliability is used to determine if a measurement instrument used in a study gives the same results each time it is used in the same situation with the same type of subjects and whether it gives reliable results. Cronbach alpha was done to determine the reliability of the questionnaire. The study also conducted a validity test. According to Martinelli (2010), descriptive statistics helps researcher to present the data in a more meaningful way thus, allowing easy interpretation of the data. Data collected from the field will be cleaned, coded, and analyzed using descriptive statistics and Statistical Package for Social Sciences (SPSS). Results were presented in the form of mean, frequency and standard deviation. SPSS21 Normality test. Normality test was done using Kolmogorov-Smirnov test and the Shapiro-Wilk test. Saunders, Lewis and Thornhill (2012) asserts that probabilities greater than 0.05 are considered to be normally distributed. Regression and correlation analysis was done to determine relationship between variables. Correlation analysis was adopted to establish the relationship between the independent and dependence variables. SPSS was used to aid in data analysis. Results will be presented in figures, charts and tables.
3.7 Chapter Summary

This chapter has discussed research methodology that was used in the study. It has highlighted research design, population, sampling frame, sampling technique, sample size, data collection, and data analysis. Chapter four covers data analysis and presentation of the findings of the research.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

Chapter four presents results and findings of the study on effects of trade union activities on organizational performance. The chapter discusses results based on general information; age, level of education, years worked number of employees in the department, gender and marital status. In addition, the chapter also gives an analysis on results based on research objectives under study.

4.1.1 Response Rate

The researched distributed 99 questionnaires but only 79 were answered and returned, hence, giving a response rate of 80%. A shown in Table 4.1. According to Sekarani (2008), such a response is considered adequate for future subsequent analysis.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Questionnaires</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filled and returned</td>
<td>79</td>
<td>80</td>
</tr>
<tr>
<td>Non-responded</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>99</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.1.2 Reliability Test

Cronbach’s Alpha ($\alpha$) was done to check reliability of the questionnaire. It was done based on variables under study. In addition, questions SDQ7 and SQC were eliminated. Sullivan (2011) noted that Cronbach $\alpha$ value greater or equal to 0.7 is considered reliable. It was revealed that findings revealed that all variables were reliable. Cronbach’s $\infty$ for collective bargaining agreement was 0.741, work stoppage 0.652, dispute resolution 0.725 and organizational performance 0.847 as shown in Table 4.2.

Table 4.2: Reliability Test

<table>
<thead>
<tr>
<th>Scale</th>
<th>Cronbach’s Alpha</th>
<th>Number of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collective bargaining agreement</td>
<td>0.741</td>
<td>10</td>
</tr>
<tr>
<td>Work stoppage</td>
<td>0.652</td>
<td>8</td>
</tr>
<tr>
<td>Dispute resolution</td>
<td>0.725</td>
<td>8</td>
</tr>
<tr>
<td>Organizational performance</td>
<td>0.847</td>
<td>7</td>
</tr>
</tbody>
</table>
4.2 General Information

4.2.1 Age
To analyse age of the respondent’s findings revealed that 54% of respondents were above 41 years, 24% were between 31-40 years and 22% were between 21-30 years. This shows that the organization has employees who have stayed longer hence, less turnover rate and increase in performance. As shown in Figure 4.2.

![Figure 4.1: Age of Respondents](image)

4.2.2 Level of Education
To investigate respondents level of education it was revealed that 50 respondents have a diploma representing 63% of the total population, 15 respondents have a degree representing 19% of the total population, 13 respondents have a certificate representing 17% of the total population and 1 respondent has masters representing 1% of the total population. A shown in Figure 4.2. This shows that the organization has employees who are literate and were able to read and understand the questionnaire.
Figure 4.2: Level of Education

4.2.3 Years Worked in the Department

To determine number of years respondents have worked in their department it was revealed that 30 respondents have been in their department for 3-5 years this represents 38% of the total population, 16 respondents have been in the department for more than 15 years representing 20% of the total population, 14 respondents have been in the department for 6-10 years representing 18% of the total population, 13 respondents have been in the department for less than 2 years representing 16% of the total population and 6 have been in the department for 11-14 years representing 8% of the total population. As shown in Figure 4.3. This means that researcher was able to collect accurate information because, majority of employee’s have been in the organization for 3-5 years.

![Bar Chart: Years Worked in the Department]

Figure 4.3: Years Worked in the Department
4.2.4 Number of Employees in the Department
To establish number of employees in the department findings showed that 33 respondents stated that they have around 11-15 employees in a their department this represents 42% of the total population, 14 respondents stated that they have around 21-25 employees in their department this represents 18% of the total population, 13 respondents stated that they have less than 10 respondents in their department this represents a total 17% of the total population, 11 respondents stated that they have around 16-20 employees in their department this represents 14% of the total population, 8 respondents stated that they have more than 25 employees in their department this represents 10% of the total population. As shown in Figure 4.4.

![Figure 4.4: Number of Employees in the Department](image)

4.2.5 Gender
To analyse gender of the respondent’s findings revealed that 89% of respondents are female and 11% of respondents are male. As shown in Figure 4.5. This indicates that information was collected more for women than men. This is because it was easier to approach female employees as compared to male employees.
4.2.6 Marital Status

To determine marital status of respondents it was revealed that 70% of respondents are married, 25% of respondents are single, 4% of respondents are widowed and 1% are divorced. As shown in Figure 4.6. This means that majority of respondents in the organization are married.
4.3 Collective Bargaining Agreement Negotiation and Organizational Performance
The first objective was used to determine the effect of collective bargaining agreement negotiation on organizational performance. Respondents were to answer a set of questions and indicate to what extent do they agree or disagree with the statement. A five point Likert scale was used where; 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agreed.

4.3.1 Descriptive of Collective Bargaining Agreement Negotiation
It was established that majority of respondents agreed that reduction in accident and injuries influences performance (4.41). Trade unions can positively or negatively affect organization’s productivity (4.19). Training influences organizational performance (4.03) and inadequate compensation has a negative impact on organization performance (4.01). The study also revealed that employees are aware of occupational health and safety concerns (3.80). The organization has adequate occupational health and safety procedures (3.78). The organization has adequate occupational health and safety procedures (3.78). Occupational health and safety programmer has an impact on organizational performance. (3.61) and trade union has a significant influence on terms and conditions (3.58). However, respondents showed mixed reaction on trade union use collective bargaining agreement to negotiate for better pay and workplace protection (3.41) and working conditions in the organization are poor (3.20). As shown in Table 4.3.
### Table 4.3: Descriptive of Collective Bargaining Agreement Negotiation

<table>
<thead>
<tr>
<th>Variable</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Missing</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade union use collective bargaining agreement to negotiate for better pay and workplace protection.</td>
<td>20</td>
<td>19</td>
<td>41</td>
<td>20</td>
<td>0</td>
<td>0</td>
<td>3.41</td>
</tr>
<tr>
<td>Working conditions in the organization are poor</td>
<td>0</td>
<td>20</td>
<td>39</td>
<td>41</td>
<td>0</td>
<td>0</td>
<td>3.20</td>
</tr>
<tr>
<td>Trade union has a significant influence on terms and conditions</td>
<td>0</td>
<td>20</td>
<td>22</td>
<td>38</td>
<td>20</td>
<td>0</td>
<td>3.58</td>
</tr>
<tr>
<td>Occupational health and safety programmer has an impact on organizational performance.</td>
<td>0</td>
<td>0</td>
<td>39</td>
<td>61</td>
<td>0</td>
<td>0</td>
<td>3.61</td>
</tr>
<tr>
<td>Trade unions can positively or negatively affect organization’s productivity</td>
<td>0</td>
<td>0</td>
<td>20</td>
<td>41</td>
<td>39</td>
<td>0</td>
<td>4.19</td>
</tr>
<tr>
<td>Reduction in accident and injuries influences performance</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>59</td>
<td>41</td>
<td>0</td>
<td>4.41</td>
</tr>
<tr>
<td>I am aware of occupational health and safety concerns</td>
<td>0</td>
<td>0</td>
<td>20</td>
<td>80</td>
<td>0</td>
<td>0</td>
<td>3.80</td>
</tr>
<tr>
<td>The organization has adequate occupational health and safety procedures</td>
<td>0</td>
<td>0</td>
<td>40</td>
<td>41</td>
<td>19</td>
<td>0</td>
<td>3.78</td>
</tr>
<tr>
<td>Inadequate compensation has a negative impact on organization performance.</td>
<td>0</td>
<td>0</td>
<td>19</td>
<td>61</td>
<td>20</td>
<td>0</td>
<td>4.01</td>
</tr>
<tr>
<td>Training influences organizational performance</td>
<td>0</td>
<td>0</td>
<td>19</td>
<td>60</td>
<td>21</td>
<td>0</td>
<td>4.03</td>
</tr>
</tbody>
</table>

### 4.4 Work Stoppage and Organizational Performance

The second objective was used to determine the effect of work stoppage on organizational performance. Respondents were to answer a set of questions and indicate to what extent do they agree or disagree with the statement. A five point Likert scale was used where; 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agreed.
4.4.1 Descriptive of Work Stoppage

The findings revealed that majority of employees agreed that employees use strikes to express themselves when negotiations fail (4.51). There is lack of additional benefits and irregularities in payment of overtime (4.28). Strike occurs due to poor working conditions and excessive working hours (4.12). Strike has a negative influence on quality of service offered (3.99) and the organization offers unfair remuneration (3.73). However, respondents showed mixed reaction on the organization has lack of minimum facility and safety (3.40). In addition, respondents disagreed on the organization has policies in place to deal with strikes (2.68). As shown in Table 4.4.

**Table 4.4: Descriptive of Work Stoppage**

<table>
<thead>
<tr>
<th>Variable</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Missing</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strike has a negative influence on quality of service offered</td>
<td>8</td>
<td>9</td>
<td>3</td>
<td>33</td>
<td>46</td>
<td>1</td>
<td>3.99</td>
</tr>
<tr>
<td>Strike occurs due to poor working conditions and excessive working hours.</td>
<td>4</td>
<td>6</td>
<td>7</td>
<td>37</td>
<td>43</td>
<td>3</td>
<td>4.12</td>
</tr>
<tr>
<td>My organization offers unfair remuneration</td>
<td>1</td>
<td>10</td>
<td>28</td>
<td>28</td>
<td>27</td>
<td>6</td>
<td>3.73</td>
</tr>
<tr>
<td>My organization has lack of minimum facility and safety</td>
<td>7</td>
<td>19</td>
<td>13</td>
<td>46</td>
<td>14</td>
<td>1</td>
<td>3.40</td>
</tr>
<tr>
<td>There is lack of additional benefits and irregularities in payment of overtime</td>
<td>5</td>
<td>5</td>
<td>6</td>
<td>23</td>
<td>60</td>
<td>1</td>
<td>4.28</td>
</tr>
<tr>
<td>My organization has to implement the minimum wage set</td>
<td>1</td>
<td>3</td>
<td>21</td>
<td>32</td>
<td>40</td>
<td>3</td>
<td>4.1</td>
</tr>
<tr>
<td>Employees use strikes to express themselves when negotiations fail</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>33</td>
<td>61</td>
<td>1</td>
<td>4.51</td>
</tr>
<tr>
<td>My organization has policies in place to deal with strikes</td>
<td>20</td>
<td>28</td>
<td>25</td>
<td>11</td>
<td>13</td>
<td>3</td>
<td>2.68</td>
</tr>
</tbody>
</table>
4.5 Dispute Resolution and Organizational Performance

The third objective was used to determine the effect of dispute resolution on organizational performance. Respondents were to answer a set of questions and indicate to what extent do they agree or disagree with the statement. A five point Likert scale was used where; 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agreed.

4.5.1 Descriptive of Dispute Resolution

The findings showed that majority of respondent’s agreed that Trade unions represent workers at disciplinary and grievance hearing (4.08). Mediation is used to solve conflict arising from personal differences (4.10). Unfair termination of employment contract and under payment of wages influenced labor dispute (3.85). Conflict management had a significant effect on organizational performance (3.81). Trade union negotiation influences organizational performance (3.67). However, respondents could not reach an agreement on Thika Level 5 Hospital uses arbitration a third party intervention to improve performance (3.23). Additionally, respondent’s disagreed on Third party intervention has a positive influence on organizational performance (2.66) and the organization has conflict management strategies in place (2.65). As shown in Table 4.5.
Table 4.5: Descriptive of Dispute Resolution

<table>
<thead>
<tr>
<th>Variable</th>
<th>Distribution (%)</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade unions represent workers at disciplinary and grievance hearing</td>
<td>0 0 0 92 8 0</td>
<td>4.08</td>
</tr>
<tr>
<td>Unfair termination of employment contract and under payment of wages influenced labor dispute</td>
<td>0 0 53 9 38 0</td>
<td>3.85</td>
</tr>
<tr>
<td>Conflict management had a significant effect on organizational performance</td>
<td>0 0 19 81 0 0</td>
<td>3.81</td>
</tr>
<tr>
<td>Trade union negotiation influences organizational performance</td>
<td>0 0 43 47 10 0</td>
<td>3.67</td>
</tr>
<tr>
<td>Mediation is used to solve conflict arising from personal differences</td>
<td>0 0 0 90 10 0</td>
<td>4.10</td>
</tr>
<tr>
<td>My organization has conflict management strategies in place</td>
<td>0 43 49 8 0 0</td>
<td>2.65</td>
</tr>
<tr>
<td>Third party intervention has a positive influence on organizational performance</td>
<td>0 43 48 9 0 0</td>
<td>2.66</td>
</tr>
<tr>
<td>Thika Level 5 Hospital uses arbitration a third party intervention to improve performance</td>
<td>0 8 62 30 0 0</td>
<td>3.23</td>
</tr>
</tbody>
</table>

4.6 Descriptive of Organizational Performance

The study sought to determine level of organizational performance findings showed that respondents agreed that employee’s key performance indicators and objectives are clear (4.03). The organization normally carries out regular performance appraisals in a year (4.00). Thika Level 5 Hospital has outlined key performance indicators (3.66). Performance improvement plan is clear in areas that require improvement (3.62). Thika Level 5 Hospital has a performance measurement tool in place (3.60) and the organization has a performance planning meeting with my supervisor (3.48). However, respondents could not reach an agreement on performance appraisal process is usually fair (3.34). As shown in Table 4.6.
Table 4.6: Descriptive of Organizational Performance

<table>
<thead>
<tr>
<th>Variable</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Missing</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance appraisal process is usually fair</td>
<td>13</td>
<td>11</td>
<td>19</td>
<td>39</td>
<td>15</td>
<td>3</td>
<td>3.34</td>
</tr>
<tr>
<td>We normally carry out regular performance appraisals in a year</td>
<td>1</td>
<td>10</td>
<td>9</td>
<td>44</td>
<td>33</td>
<td>3</td>
<td>4.00</td>
</tr>
<tr>
<td>Thika Level 5 Hospital has outlined key performance indicators</td>
<td>4</td>
<td>9</td>
<td>21</td>
<td>45</td>
<td>18</td>
<td>3</td>
<td>3.66</td>
</tr>
<tr>
<td>We normally have a performance planning meeting with my supervisor</td>
<td>8</td>
<td>19</td>
<td>10</td>
<td>37</td>
<td>21</td>
<td>5</td>
<td>3.48</td>
</tr>
<tr>
<td>My key performance indicators and objectives are clear to me</td>
<td>1</td>
<td>5</td>
<td>10</td>
<td>52</td>
<td>27</td>
<td>5</td>
<td>4.03</td>
</tr>
<tr>
<td>Thika Level 5 Hospital has a performance measurement tool in place.</td>
<td>6</td>
<td>10</td>
<td>14</td>
<td>53</td>
<td>14</td>
<td>3</td>
<td>3.60</td>
</tr>
<tr>
<td>Performance improvement plan is clear in areas that require improvement</td>
<td>5</td>
<td>13</td>
<td>15</td>
<td>43</td>
<td>20</td>
<td>3</td>
<td>3.62</td>
</tr>
</tbody>
</table>

4.7 Normality Test

Normality was tested using Shapiro-Wilk test. Normality was tested at 95% confidence interval. It was established that the p-value was 0.002 which indicates that data tested is not from a normally distributed population. Results are shown in Table 4.7.

Table 4.7: Tests of Normality for Organizational Performance

<table>
<thead>
<tr>
<th></th>
<th>Kolmogorov-Smirnov a</th>
<th>Shapiro-Wilk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Statistic</td>
<td>df</td>
</tr>
<tr>
<td>Organizational performance</td>
<td></td>
<td>0.103</td>
</tr>
</tbody>
</table>

a. Lilliefors Significance Correction
4.8 Correlation

The study did a Person correlation to establish the relationship between organizational performance and collective bargaining, work stoppage and dispute resolution. Finding showed that there was a strong correlation between collective bargaining and organizational performance \( r=0.440, p<0.000 \) and a strong positive correlation between work stoppage and organizational performance \( r=0.610, p<0.000 \). However, there was a positive but insignificant relationship between dispute resolution and organizational performance \( r=1.22 p<0.285 \). This indicates that collective bargaining and work stoppage influences organizational performance. As shown in Table 4.8.

Table 4.8: Correlations

<table>
<thead>
<tr>
<th>Correlations</th>
<th>organization performance</th>
<th>collective bargaining</th>
<th>work stoppage</th>
<th>dispute resolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>organization</td>
<td>1</td>
<td>.440**</td>
<td>.610**</td>
<td>0.122</td>
</tr>
<tr>
<td>performance</td>
<td></td>
<td>0.00</td>
<td>0.00</td>
<td>0.285</td>
</tr>
<tr>
<td>collective</td>
<td>.440**</td>
<td>1</td>
<td>0.189</td>
<td>-0.012</td>
</tr>
<tr>
<td>bargaining</td>
<td></td>
<td>0.00</td>
<td>0.098</td>
<td>0.919</td>
</tr>
<tr>
<td>work</td>
<td>.610**</td>
<td>0.189</td>
<td>1</td>
<td>0.208</td>
</tr>
<tr>
<td>stoppage</td>
<td></td>
<td>0.00</td>
<td>0.098</td>
<td>0.067</td>
</tr>
<tr>
<td>dispute</td>
<td>0.122</td>
<td>-0.012</td>
<td>0.208</td>
<td>1</td>
</tr>
<tr>
<td>resolution</td>
<td></td>
<td>0.285</td>
<td>0.919</td>
<td>0.067</td>
</tr>
</tbody>
</table>

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

4.8.1 Regression Analysis

The study examined the relationship between organizational performance and collective bargaining, work stoppage and dispute resolution. It was established that the \( R^2 \) value was 0.479 thus, 47%, of the variation in organizational performance was explained by the
variation in collective bargaining, work stoppage and dispute resolution. As shown in Table 4.9.

Table 4.9: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>.707a</td>
<td>.499</td>
<td>.479</td>
<td>.26265</td>
<td>.499</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), collective bargaining, work stoppage and dispute resolution

An ANOVA analysis was done between organizational performance and collective bargaining, work stoppage and dispute resolution at 95% confidence level, the F critical was 24.594 and p value was 0.000 therefore, this findings indicates that it was statistically significant and can be used to measure the relationship between organizational performance and collective bargaining, work stoppage and dispute resolution results are shown in Table 4.10.

The F calculated at 5% level of significance

F= Ms regression/ Ms residual

1.697/.069= 24.594

It was indicated that the F-critical (24.594) at 74 degree of freedom is equal to F-calculated (24.594) hence, significant relationship between collective bargaining, work stoppage and dispute resolution and organizational performance.

Table 4.10: ANOVAa

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>5.090</td>
<td>3</td>
<td>1.697</td>
<td>24.594</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>5.105</td>
<td>74</td>
<td>.069</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>10.194</td>
<td>77</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

40
4.8.2 Coefficients of Organizational Performance and Other Co-Factors

Based on regression equation shown in Table 4.11 findings revealed that taking collective bargaining, work stoppage and dispute resolution into account and other factors held constant a unit change in collective bargaining would led to 0.505 increase in organizational performance. Moreover, a unit change in work stoppage would led to 0.413 increase in organizational performance and a unit change in dispute resolution would led to 0.008 positive and insignificant increase in organizational performance.

\[ Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon \]
\[ = 0.148 + 0.505X_1 + 0.413X_2 + 0.008X_3 + 0.26265 \]

Where:

\( Y \) is the dependent variable (organizational performance)

\( \beta_0 \) is the regression constant;

\( \beta_1, \beta_2, \beta_3 \) coefficients of independent variables;

\( X_1 \) is collective bargaining, \( X_2 \) work stoppage, \( X_3 \) dispute resolution and \( \epsilon \) is the error term

**Table 4.11: Coefficients of Organizational Performance Factors**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>0.148</td>
<td>0.572</td>
<td>0.259</td>
<td>0.797</td>
</tr>
<tr>
<td>Collective bargaining</td>
<td>0.505</td>
<td>0.116</td>
<td>0.364</td>
<td>4.337</td>
</tr>
<tr>
<td>Work stoppage</td>
<td>0.413</td>
<td>0.066</td>
<td>0.54</td>
<td>6.297</td>
</tr>
<tr>
<td>Dispute resolution</td>
<td>0.008</td>
<td>0.107</td>
<td>0.006</td>
<td>0.075</td>
</tr>
</tbody>
</table>

4.9 Chapter Summary

Chapter four has discussed results and findings obtained from data that was collected from the field. The chapter has analyzed data on background information and research objectives under study. Correlation and regression analysis revealed that collective bargaining, work stoppage and dispute resolution affects organizational performance. Chapter five will present findings, discussion, conclusions and recommendation from the study as well as those for further studies.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Introduction
This chapter presents findings of the study. Subsequently, it provides a summary, discussion, conclusions and recommendation of the study.

5.2 Summary of the Study

The general purpose of the study was to establish the effects of trade union activities on organizational performance. A case of Thika level 5 Hospital. This study was guided by the following research objectives; to determine the effect of collective bargaining agreement negotiation on organizational performance, to determine effect of work stoppage on organizational performance and to determine the effect of dispute resolution on organizational performance

A descriptive research was used to investigate variables without manipulating. The target population was 550 employees. The study targeted employees who work at casualties and emergency department, nursing care, and clinical and diagnostic department. Stratified random sampling method was used to select a sample of 99 employees. Reliability and validity analysis was conducted to establish whether the research instrument meets the threshold. Correlation analysis was adopted to establish the relationship between the independent and dependence variables. SPSS was used to aid in data analysis. Results were presented using figures and charts.

The first objective of the study was to determine the effect of collective bargaining agreement negotiation on organizational performance. It was revealed that respondents could not reach an agreement on trade union use collective bargaining agreement to negotiate for better pay and workplace protection. However, respondents agreed that working conditions in the organization are poor, trade union has a significant influence on terms and conditions, and occupational health and safety programmer has an impact on organizational performance. In addition, respondents also agreed that trade unions can positively or negatively affect organization’s productivity, reduction in accident and injuries influences performance, employees are aware of occupational health and safety concerns the organization has adequate occupational health and safety procedures,
inadequate compensation has a negative impact on organization performance and training influences organizational performance.

The second objective of the study was to determine effect of work stoppage on organizational performance. The findings showed that respondents strongly agreed that strike has an effect on organizational performance, strike has a negative influence on quality of service offered, strike occurs due to poor working conditions and excessive working hours, strongly agreed that employees use strikes to express themselves when negotiations fail, the organization has to implement the minimum wage set and there is lack of additional benefits and irregularities in payment of overtime. Moreover, it was also established that respondents agreed that the organization offers unfair remuneration, agreed that the organization has lack of minimum facility and safety. The findings also revealed that respondents disagreed that the organization has policies in place to deal with strikes.

The third objective of the study was to determine the effect of dispute resolution on organizational performance. It was revealed that respondents agreed that trade unions represent workers at disciplinary and grievance hearing, conflict management had a significant effect on organizational performance, that mediation is used to solve conflict arising from personal differences and trade union negotiation influences organizational performance. However, respondents could not reach an agreement on unfair termination of employment contract and under payment of wages influenced labor dispute, the organization has conflict management strategies in place, the organization offers seminars and workshops on conflict management, on third party intervention has a positive influence on organizational performance and on uses arbitration a third party intervention to improve performance.

5.3 Discussion
5.3.1 Collective Bargaining Agreement Negotiation and Organizational Performance

The findings revealed that respondents could not reach an agreement on trade union use collective bargaining agreement to negotiate for better pay and workplace protection. This in contrast with American Federation of Labor and Congress of Industrial Organizations (2016) which stated that collective bargaining is a process through which trade union represent their members and negotiate terms of employment such as; wages, benefits, and working conditions with their employers. According to Zhavoronkov (2015), trade Unions
negotiate collective bargaining agreement to protect and increase the rights of their members to receive better pay and workplace protections. Odhong and Omolo (2014) collective bargaining provides an important channel and framework used to determine employment terms and conditions. In addition, collective bargain provides a structure that provides a clear job description and work performance.

It was revealed that respondents agreed that working conditions in the organization are poor. This is in line with John (2010) asserts that teachers in government schools in Tanzania are not able to work effectively because they are demoralized, given low salaries, offered poor working conditions and treated poorly. In contrast, according to a study done by Parasail (2013) indicated that that employees are satisfied with the salary, benefits provided by the organization, leave, working hour, maternity leave, and bonus.

The findings showed that trade union has a significant influence on terms and conditions and trade unions can positively affect organization’s productivity. This statement is similar to findings obtained for a study done by Gichaba (2013) which indicated that trade union has a significant influence on terms and conditions, hence, influencing staff promotion, education and training of staff members, protective clothing, tools and conditions of work and staff medical benefits. According to a study done by Wandera (2011), it was revealed that short term employment affects organizational productivity because the organization spends a lot of time training new employees because their turnover rate is high.

Deery, Iverson and Walsh (2010) postulated that trade unions can affect an organization’s productivity positively or negatively. They affect productivity positively if they lead to increased employee productivity by successfully negotiating for better working conditions and remuneration packages.

It was established that the organization has adequate occupational health and safety procedures. Muluken (2016) in his study, findings revealed that despite the fact that East Africa Bottling had occupational safety and health policy, rate of employee injury was high. 82.1% faced minor injuries with 67.9 % of them being hospitalized hence having a negative impact on organizational performance. It was also revealed that employees faced this injury due to carelessness of employee, lack of awareness and training, poor OSH implementation supervision. In contrast, a study done by Rahman (2014), findings revealed that the
occupational health and safety in the company are inadequate. Employee’s do not comply and are not committed to health and safety rules.

Findings showed that occupational health and safety programmer has an impact on organizational performance. According to studies done by Iheanacho and Ebitu (2016), Sheida et al, (2013) and Abihud (2013) it was revealed that there was a positive significant relationship between health/safety strategies and employee job performance. A study done by Asigele (2012) indicated that working environment had a significant influence on performance.

It was indicated that employees are aware of occupational health and safety concerns. Results are similar to a study done by Mailu (2016) which revealed that employees are aware of occupational health and safety concerns which included; exposure to dust, high temperatures, noisy environment and exposure to allergic industrial substance. Lim (2012) asserts that workers who are able to understand health and safety rules and procedures in the organization and tools used at work are able to work efficiently and effectively, thus, increase in employee and organizational performance

The findings showed reduction in accident and injuries influences performance. Sheida et al, (2013) posits that organization can increase performance, job satisfaction and employee commitment by reducing the rate of occupational accidents, diseases and unwanted stress, naturally medical leaves, job abandonment and absenteeism. Dwomoh et al, (2013) in their study it was revealed that there was an inverse relationship between reducing the number of accidents and injuries through health and safety promotions and employees performance.

It was established that inadequate compensation has a negative impact on organization performance. According to a study done by Mandago (2014), findings revealed that inadequate compensation of overtime hours worked had a negative impact in employee commitment and employee engagement and organizational performance. Kaburu (2010) in his study it was established that employees were happy with quality of accommodation payment interval and leave entitlement. However it was also established that employees were not happy with low monthly pay, long hours of work, and rudeness from employer’s family, lack of clear instructions, and lack of appreciation.
The findings revealed that training influences organizational performance. Study done by Abihud (2013) revealed that training and education, involvement of staffs, conforming to the budget, and motivation are example of challenges that Arusha Airport Authority are facing to successfully implement occupational health and safety at Arusha airport authority. Ndibe (2014) in his study, findings revealed that training has a positive influence on organizational performance

5.3.2 Work Stoppage and Organizational Performance

The findings showed that strike has an effect on organizational performance. This is similar to studies done by Onwu (2012) which revealed that strike has an effect on organizational performance. Rajalakshmi (2012) state that through stick an organization will experience economic lose, loss of profit, loss of market connection, goodwill, and incur expenditure to protect plan. Amegee (2010) in his study it was established that labor unrest leads to employee salary loss, profit loss to employers, revenue loss to the state, productivity loss to employers, job loss to workers and shortage of goods and services affecting society.

The findings indicated that strike has a negative influence on quality of service offered. According to a study done by Olusegun (2014), it was revealed that strike has a negative impact on quality of graduates from Nigerian universities. In addition, strike action affected the quality of teaching in Universities. Additionally, According to Edinyang and Ubi (2013), it was revealed that disruption in academic programmer from strike action affect the quality and quantity of students’ learning habit.

It was established that strike occurs due to poor working conditions and excessive working hours. This is in line with a study done by Amadi and Urho (2016) which revealed that poor condition services, poor salaries and different salary structure and poor supply of welfare services for staff and students are the cause of strike action. According to Suleyman (2015), employee strike occurs due to poor working conditions, excessive working hours. According to labor relation act of Tanzania, the maximum Rohit (2015) poor working conditions, insufficient pay and inter-union rivalry are example of factors affecting employee strikes. Strike is also caused by unfair remuneration for example low salary, discrimination and inadequate working tools
The findings showed that the organization offers unfair remuneration and there is lack of additional benefits and irregularities in payment of overtime. According to in their study Kamrul et al, (2015), it was established that that labor unrest is caused by irregularities in payment, low wage, mistreatment of the workers by managers/officers, rumor, absence of trade union, conspiracy, non-execution of labor laws, unruly nature of the workers and political intervention. Based on a study done by Rabiul et al, (2013) it was revealed that most of the workers are agitate because of dissatisfaction on salary, fringe benefits and working condition and outcome is unexpected mainly low productivity and frequent change of trade union leadership.

According to study done by Nazrul and Shaheen (2014), findings showed that the main causes of labor unrest include lack of additional benefits and irregularities in payment of overtime, deferred festival bonus, lack of motivational training program, conflicting perception about the rich people of the society, and demand of minimum wage. It was also established the organization has lack of minimum facility and safety. Shaheen et al, (2013) in their study, it was revealed that the main causes of labor unrest include; lack of minimum facility and safety at work, sub-standard living conditions, deferred payment of wages and benefits, international conspiracy and coercive role of the law enforcing agency, too much dependency on buyers, pressures from the workers and local terrorists, use of workers by others and rumors, un-fulfillment of education demands of their children, distorted minded workers, political instability of the country, too much workload, lack of promotion opportunity, insufficient wages to survive.

It was indicted that the organization has to implement the minimum wage set and employees use strikes to express themselves when negotiations fail. Bjorn (2010) in his study it was established that the failure of garment factories to implement the minimum wage set for garment workers and a lack of recognized labor unions were the key reasons for the recent unrest. Dessler (2013) state that strike is a withdrawal of labor. It is temporary stoppage of work by a group of workers (not necessarily union members) to express a grievance or enforce a bargaining demand. Ivancevich (2010) postulated that economic strike occurs when employees stop work until the demand for better condition of employment is met whereas, sit down strike occurs when employee strike but remain at their work place.
It was revealed that respondents disagreed that the organization has policies in place to deal with strikes. Nazrul and Shaheen (2014) conducted a study on socioeconomic factors and the labor unrest in ready-made garment industry of Bangladesh. It was recommended that the organization should develop policies to deal with causes of labor unrest

5.3.3 Dispute Resolution and Organizational Performance

It was revealed that trade unions represent workers at disciplinary and grievance hearing. This is similar to Turner and Daryl (2012) who stated that trade unions leadership bargains with the employer on behalf of its members on terms and conditions of employment. This may include negotiation of wages, work rules, complaint procedures, rules governing hiring, firing and promotion of workers, benefits, workplace safety and policies. The agreements negotiated by the union leaders are binding on the entire membership and the employer and, in some cases, on other non-member workers

Findings revealed that respondents could not reach an agreement on unfair termination of employment contract and under payment of wages influenced labor dispute. Malekela (2015) in his study it was revealed that in wood industry labor disputes was based on unfair termination of employment contracts, under payment of wages and there was little labor disputes prevention measures.

It was established that conflict management had a significant effect on organizational performance. According to studies done by Abdul and Sehar (2015), it was revealed that there was a conflict management had a significant effect on organizational performance. Olang (2017) in his study findings revealed that there was a positive relationship between negotiation and organizational performance and Stima Sacco has an effective conflict management in place. Awan and Anjum (2015) state that organizations that manage their conflicts proper are able to increase its performance by using scares resources and achieving its objective. However, unmanaged conflicts have a negative impact on both employee satisfaction and performance and timely management of conflict has the potential of improving employee satisfaction and job performance.

It was revealed that respondents could not reach an agreement on the organization has conflict management strategies in place. A study done by Wangari (2013) it was revealed that Commercial Banks in Kenya uses accommodating, compromising, competing,
collaborating and avoiding strategies to manage conflicts. In addition, Ghafoor and Sehar (2105) in their study it was suggested that organizations should adopt conflict management strategies to improve performance of the organization hence ensuring a free flow of communication between the management and employees as well as promote interpersonal relationships among co-workers to boost their morale.

The findings indicated that respondents could not reach an agreement on the organization offers seminars and workshops on conflict management. Mwikali (2016) in his study it was recommended that Kenya power should organize seminars and workshops on organizational conflict management and should also have strategy that is suitable for the organization to manage conflicts. The purpose of conflict management is to teach groups conflict resolution skills, such as managing conflict, finding self-awareness about the types of conflict and effectively communicating while in conflict with a team member (Mwikali, 2016).

Findings revealed that respondents could not reach an agreement on uses arbitration as third party intervention to improve performance. A study done by Adhiambo and Simatwa, (2011) it was revealed that public secondary schools use strategies such as arbitration, reconciliation, negotiation, collaboration and effective communication to manage conflicts hence increase in organizational performance.

It was established that mediation is used to solve conflict arising from personal differences. Armstrong (2010) state that mediation is the process where third party assists the negotiators in their discussions and also suggests settlement proposals. It is a cheap and informal alternative to an employment tribunal and offers a quick resolution to problems, with privacy and confidentiality. A conflict management survey report (2011) showed that mediation seeks to provide an informal and speedy solution to workplace conflict, and it can be used at any point in the conflict cycle to improve performance

The findings showed that respondents could not reach an agreement on third party intervention has a positive influence on organizational performance. A study done by Olang (2017) established that there was a positive relationship between third party intervention and organizational performance.
5.4 Conclusion

5.4.1 Collective Bargaining Agreement Negotiation and Organizational Performance

Organization performance is influenced by decrease in accident and injuries, training, and inadequate compensation. Trade union influences organization productivity. The organization has adequate occupational health and safety procedures and employees are aware of occupational health and safety concerns and training and trade union influences terms and conditions. However, the organization offers employees poor working condition.

5.4.2 Work Stoppage and Organizational Performance

Strike affects organizational performance and quality of service offered. Additionally, strike occurs due to due to poor working conditions and excessive working hours, unfair remuneration and employees use strikes to express themselves when negotiations fail. However, the organization has lack of minimum facility and safety, the organization has to implement the minimum wage set and there is lack of additional benefits and irregularities in payment of overtime and also implement policies in to deal with strikes.

5.4.3 Dispute Resolution and Organizational Performance

Employees are represented by trade union during disciplinary and grievance hearing, performance is influenced by conflict management and trade union negotiation. Mediation is used to solve conflict. However, respondents could not reach agreement on Thika Level 5 Hospital has conflict management strategies, offers seminars and workshops on conflict management dispute resolution is influenced by unfair termination of employment contract and under payment and third party intervention influences performance.

5.5 Recommendation

5.5.1 Recommendation for improvement

5.5.1.1 Collective Bargaining Agreement Negotiation and Organizational Performance

Employees are encouraged to join trade union. Through, employees will be able to gain more benefits such as; trade union negotiate for better pay and workplace protection, employment terms and condition, clear job description and workplace protections. Thika Level 5 Hospital should also offer employees better working conditions such as training, skills, health, and safety and well-being; working time and work-life balance. Through this,
the hospital will be able to reduce turnover rate and increase employee’s moral and performance.

5.5.1.2 Work Stoppage and Organizational Performance
There is need for the organization should offer employees better facility and safety at work, benefits and pay them overtime, implement minimum wage set and develop policies that they can use to deal and minimize strikes thus, increase employee motivation and organizational performance.

5.5.1.3 Dispute Resolution and Organizational Performance
Conflicts can lead to disputes, grievances, lawsuits, complaints, strikes, and disciplinary actions. It is therefore recommended that Thika Level 5 Hospital should develop conflict management to improve performance of the organization hence ensuring a free flow of communication between the management and employees as well as promote interpersonal relationships among co-workers to boost their morale. The organization should also offer Seminars and workshops on conflict management through this, employees will be able to learn skills they can use to deal with conflict and effectively communicate while in conflict with a team member.

5.5.2 Recommendation for Further Studies
Based on literature a lot of studies have been done on teachers strike and student’s performance but none has been done on effects of nurse or doctors strike on organizational performance. Therefore, the study recommends that a similar study should be done to determine effects of nurse or doctors strike on organizational performance. Studies should also be done on effect of work stoppage and organizational performance and despite resolution and organizational performance
REFERENCES


Rabiul, I., Masud, R., Mahanaz, H., Mohammad, M., & Kayssar, A. (2013). Consequences of labour unrest in Jute Mills of Khulna Divisioni in


APPENDIX I: COVER LETTER

16th February 2018
Dear Sir/Madam

RE: Introduction Letter

I am a graduate student at United States International University-Africa pursuing a degree in Master of Business Administration (MBA). I am currently conducting a research on Effects of Trade Union Activities on Organizational Performance. This study is for academic purpose and information provided will be confidential. I kindly request you to spare your time and complete attached questionnaire. Thank you.

Yours sincerely,
Cecilia Maina
The Hospital Superintendent,
Thika Level 5 Hospital
P.O. Box 227 – 01000
Thika.

25th April, 2018

Dear Sir,

REF: PERMISSION TO CONDUCT RESEARCH – CECILIA MAINA
STUDENT ID. NO. 650020

The bearer of this letter is a student of United States International University (USIU) -Africa pursuing a Master of Science in Business Administration.

As part of the program, the student is required to undertake a dissertation on the “Effects of Trade Union Activities on Organizational Performance: a Case of Thika Level 5 Hospital” which requires her to collect data.

Please note that information provided will be treated with utmost confidentiality and will only be used for academic purposes.

Kindly assist the student get the appropriate data and should you have any queries contact the undersigned.

Yours Sincerely,

Prof. Amos Njuguna,
Dean – School of Graduate Studies, Research and Extension
Tel: 730 116 442
Email: annjuguna@usiu.ac.ke

p.o.box 14634-00800 Nairobi, Kenya | tel:254-730-116-000 | info@usiu.ac.ke
www.usiu.ac.ke

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APPENDIX II: QUESTIONNAIRE.

EFFECTS OF TRADE UNION ACTIVITIES ON ORGANIZATIONAL PERFORMANCE: A CASE OF THIKA LEVEL 5 HOSPITAL

SECTION A: GENERAL INFORMATION

1. Age

Below 20 years □ 21-30 years □ 1-40 years □ above 41 years □

2. What is your highest level of education?

Post graduate □ Master’s □ Degree □ Diploma □ certificate □

3. Number of years worked in your department.

Less than 2 □ 3 – 5 □ 6-10 □ 11-14 □ above 15 □

4. Please indicate the number of employees in your department.

Less than 10 □ 11-15 □ 16-20 □ 21-25 □ above 25 □

5. Gender

Male □ Female □

6. Marital status

Single □ Married □ Divorced □ Widowed □
SECTION B: Effect of Collective Bargaining Agreement Negotiation on Organizational Performance

Please indicate your opinion as per the level of disagreement or agreement with the outline statement using 1 to 5 scale guideline. 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4 = Agree, 5= Strongly Agree.

<table>
<thead>
<tr>
<th>Collective Bargaining Agreement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
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<th>SA</th>
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</thead>
<tbody>
<tr>
<td>1 Trade union use collective bargaining agreement to negotiate for better pay and workplace protection.</td>
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<td>2 Working conditions in the organization are poor</td>
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<td>3 Trade union has a significant influence on terms and conditions</td>
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<td>4 Occupational health and safety programme has an impact on organizational performance.</td>
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<td>5 Trade unions can positively affect organization’s productivity</td>
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<td>6 Reduction in accident and injuries influences performance</td>
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<td>7 I am aware of occupational health and safety concerns</td>
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<td>8 The organization has adequate occupational health and safety procedures</td>
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<td>9 Inadequate compensation has a negative impact on organization performance.</td>
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<td>10 Training influences organizational performance</td>
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SECTION C: Effect of Work Stoppage on Organizational Performance

Please indicate your opinion as per the level of disagreement or agreement with the outline statement using 1 to 5 scale guideline. 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4 = Agree, 5= Strongly Agree.

<table>
<thead>
<tr>
<th>Work Stoppage</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
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<tbody>
<tr>
<td>1 Strike has a negative influence on quality of service offered at Thika Level 5 Hospital</td>
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<tr>
<td>2 Strike occurs due to poor working conditions and excessive working hours.</td>
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<td>3 My organization offers unfair remuneration</td>
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<td>4 My organization has lack of minimum facility and Safety</td>
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<td>5 There is lack of additional benefits and irregularities in payment of overtime</td>
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<td>6 My organization has to implement the minimum wage set</td>
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<td>7 Employees use strikes to express themselves when negotiations fail</td>
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<td>8 My organization has policies in place to deal with strikes</td>
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SECTION D: Effect of Dispute Resolution on Organizational Performance

Please indicate your opinion as per the level of disagreement or agreement with the outline statement using 1 to 5 scale guideline. 1= Strongly Disagree 2= Disagree, 3= Neutral, 4 = Agree, 5= Strongly Agree.

<table>
<thead>
<tr>
<th>Dispute Resolution</th>
<th>SD</th>
<th>D</th>
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<tbody>
<tr>
<td>1 Trade unions represent workers at disciplinary and grievance hearing</td>
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<tr>
<td>2 Unfair termination of employment contract and under payment of wages influenced labor dispute</td>
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</table>
3 Conflict management had a significant effect on organizational performance

4 Trade union negotiation influences organizational performance

5 Mediation is used to solve conflict arising from personal differences

6 My organization has conflict management strategies in place

7 Third party intervention has a positive influence on organizational performance.

8 Thika Level 5 Hospital uses arbitration a third party intervention to improve performance

SECTION E: Organizational Performance

<table>
<thead>
<tr>
<th>Organizational Performance</th>
<th>SD</th>
<th>D</th>
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<tbody>
<tr>
<td>1 Thika Level 5 Hospital has a performance measurement tool in place.</td>
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<td>2 We normally carry out regular performance appraisals in a year.</td>
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<td>3 Thika Level 5 Hospital has outlined key performance indicators</td>
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<td>4 We normally have a performance planning meeting with my supervisor</td>
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<td>5 My key performance indicators and objectives are clear to me</td>
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<td>6 Performance appraisal process is usually fair</td>
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<td>7 Performance improvement plan is clear in areas that require improvement</td>
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</table>

Thank You for Your Participation