

**EFFECT OF PARTICIPATIVE MANAGEMENT ON PERFORMANCE OF  
PUBLIC ORGANIZATIONS: MURANG'A COUNTY GOVERNMENT**

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**A Thesis Submitted in Partial Fulfilment of the Requirements for the Degree of  
Master of Public Administration of Murang'a University of Technology**

**March, 2024**

## DECLARATION

### Student Declaration

I hereby declare that this Thesis is my original work and to the best of my knowledge has not been presented for a degree award in this or any other university. I understand what plagiarism is and I am aware of the University's policy in this regard. I understand that any false claim in respect of this work shall result in disciplinary action in accordance with the University Anti-Plagiarism Policy.

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Date

BE/331/5370/2016

### Supervisors' Approval

The undersigned certify that they have read and hereby recommended for acceptance of Murang'a University of Technology a thesis entitled Effect of Participative Management on Performance of Public Organizations: Murang'a County Government.



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## **DEDICATION**

I dedicate my research work to my parents and siblings for always being there for me. Your words of encouragement gave me the hope. Without your support this work would have not been a success.

## **ACKNOWLEDGEMENT**

Glory to the LORD for guiding me through the course work and Research. Heartfelt appreciation goes to my supervisors, Dr. Nancy Githaiga and Dr. Alice Omariba, together with other lecturers for their input in this research. Additionally, I wish to thank Dr. Jane Maithya for overseeing my corrections and refining the final draft of the Thesis. I appreciate my classmates, colleagues and friends for their input in my work.

## **ABSTRACT**

The purpose of the study was to determine the effect of participative management on performance of public organizations case of Murang'a County Government. The study sought to examine the effect of employee participation, ethical practices and core competency on performance of public organizations case of Murang'a County Government. Core competency was measured using required knowledge, professionalism, self-development and team work. While time management, integrity, dedication and accountability were used to establish ethical practices. Whereas employee participation was established by staff involvement, financial decision making, access to information and personnel decision making. The study employed mixed research design. The quantitative data was collected with the use of questionnaires and was analysed using STATA 14 statistical package. Qualitative data was collected using interview guide and thematic analysis was used in data analysis. The study targeted Murang'a county employees and the sample size was 353 respondents. The study used descriptive statistics for descriptive analysis and presented the result using graphs, tables, figures and charts to enhance clarity and impact. The findings of the study were further presented using figures, tables and graphs. Regression analysis was used to determine the relationships among the variables. The study found out that core competency has a significant positive effect on organizational performance. The study therefore concluded that organizational performance is significantly affected by core competency. The study further concluded that ethical practices has a significant positive effect on the performance of Murang'a County Government. In addition, the study concluded that employee participation has a significant positive effect on the performance of Murang'a County. According to the study, professionals should manage county matters rather than politicians. To establish the kind of professionals required to serve in leadership roles at the county level, policies should be put in place. From a policy perspective, the study also suggests that the national government implement a change management procedure that will ensure that county government employees are well-trained on the dynamism that comes with devolution as well as on human resource development programs that will ensure in the future that there is knowledge retention within devolved units for better service delivery. Further, the study recommends internal audit in departments to prepare continuous reports on employee involvement, and that employees participation forums should be conducted during weekends.

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## ACRONYMS AND ABBREVIATIONS

|                |                                                                      |
|----------------|----------------------------------------------------------------------|
| <b>ANOVA:</b>  | Analysis of Variance                                                 |
| <b>CEC-M:</b>  | County Executive Committee Member                                    |
| <b>CGA:</b>    | County Governments Act                                               |
| <b>CPD:</b>    | Continuous Professional Development                                  |
| <b>CPSB:</b>   | County Public Service Board                                          |
| <b>ICPAK:</b>  | Institute of Certified Public Accountants of Kenya                   |
| <b>IEK:</b>    | Institution of Engineers in Kenya                                    |
| <b>IHRM:</b>   | Institute of Human Resource Management                               |
| <b>LSK:</b>    | Law Society of Kenya                                                 |
| <b>MCA:</b>    | Members of County Assembly                                           |
| <b>MUT:</b>    | Murang'a University of Technology                                    |
| <b>SPSS:</b>   | Statistical Package for Social Sciences                              |
| <b>SRC:</b>    | Salaries and Remuneration Commission                                 |
| <b>RBV:</b>    | Resource-Based View                                                  |
| <b>PESTEL:</b> | Political, Economic, Social, Technological, Environmental and Legal. |
| <b>R1:</b>     | Respondent 1 on Interview                                            |
| <b>R2:</b>     | Respondent 2 on Interview                                            |
| <b>R3:</b>     | Respondent 3 on Interview                                            |
| <b>R4:</b>     | Respondent 4 on Interview                                            |
| <b>R5:</b>     | Respondent 5 on Interview                                            |

## **OPERATIONAL DEFINITION OF TERMS**

|                                   |                                                                                                                                                                       |
|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Core competency</b>            | Refers to dominating expertise in an organization.                                                                                                                    |
| <b>Ethics</b>                     | It is defined as a set of agreed conduct of conduct or rules to guide a group of people or an organization in ensuring they carry themselves in an acceptable manner. |
| <b>Participation</b>              | Refers to successful engagement with stake holders in a two-way process of exchanging an idea to reach to an agreeable decision.                                      |
| <b>Participative Management</b>   | It is a type of management which encourages negotiations and embraces involvement of stake holders in a decision-making process.                                      |
| <b>Performance</b>                | Refers to ability to deliver the required outcome.                                                                                                                    |
| <b>Organisational Performance</b> | It is the ability of an institution to deliver the required outcome while incurring the least the cost.                                                               |
| <b>Service Quality</b>            | It is the ability of an organization to deliver the required outcome.                                                                                                 |

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

Performance is the success rate of individuals after their efforts (T Van Der Lippe 2020). It is argued that the main concern in any organisation is how to increase staff performance. This could lead to efficiency and effectiveness which results to improved service quality and increased productivity. In the past two decades, studies have indicated that organizational performance is affected by staff participation. For instance, Yuni Pambreni and Ali Khatibi (2019) demonstrated that participation enhanced performance and caused staff to feel accepted and involved in the organization. This is because when staff participate in decision making, a sense of ownership in the organization is created which leads to decreased waste and job abandonment while simultaneously improving performance, dedication, work satisfaction, and organizational effectiveness.

Participation refers to the constructive, interactive, bidirectional and fruitful connection between more than one individual (Tina, 2017). From the definition, participation leads to knowledge sharing, exchange of ideas and recognition and makes individual participate in work respectively and achieve the teams' objective. Participation in industry environment motivates the employees to achieve the desired objectives. This is made possible when the said employees increase their efforts through enhancing their work rate. The efficiency further helps in attaining both individual and organizational goals. From the recent past, however, the complexity of the organization and technology restricts the process of participation. Open nature of participative management may be time consuming because consultations and organizations may prefer an alternative style of management. Participative management in an organization includes setting a process that takes consideration of every employee opinion in decision making regardless of their position within the organization. Participative management allows the staff to give their suggestions and hence decision-making risk can be reduced whereas enforcement of decisions can be increased Dust and Afraz (2011).

According to Arimie (2020), participation which is viewed as a style in management as explained in Hawthorne experiments. The Hawthorne experiments states that employees work better and gain more satisfaction when they work in a supportive environment. Jonah (2020) posit that participatory management originates from industrial democracy and may include soliciting for survey feedback, being considerate and respectful to other peoples' suggestions and enhancing staff responsibility. Jonah (2020) further states that key stakeholders' involvement in organizational decision making and performance is critical for identification and analysis of a problem, coming up with adequate strategies to arrest the identified problem, implementation of the strategies and finally analysing the courses of action.

In Europe, participative management has been accredited to the earlier economic development realized. According to (Caruso L, 2018) public/employee participation is considered as a very critical part of the industrial revolution in Europe. Accrued interest of the stakeholders in the trade unions in the European countries was considered to be the main reason for the well-organized industrial revolution in most parts of European countries in the nineteenth century. The well-organized industrial revolution improved both the social welfare and economical standards of the Europeans. According to Caruso (2018), organizations experienced improved performance due to efficiency of the employees. According to Martinez and Gonzales (2014), technological changes and increase in rates of unemployment changed the norm in the European countries in the twentieth century.

## **WORLD PERSPECTIVE**

Participative management, also known as employee involvement or participative decision-making, has been studied extensively for its impact on the performance of public organizations. While the effects can vary based on context, several global perspectives shed light on its potential benefits.

Enhanced Employee Motivation and Satisfaction: Research by Li, Hu, and Wang (2020) found that participative management can lead to increased employee motivation and job satisfaction, as employees feel a greater sense of ownership and responsibility.

**Improved Communication and Collaboration:** A study by Aydogdu and Asikgil (2019) suggests that participative management improves communication and collaboration within organizations, leading to better coordination of efforts and more effective problem-solving. **Increased Innovation and Creativity:** According to a meta-analysis by Decuyper, Dochy & Van den Bossche (2010), participative management fosters a culture of innovation and creativity, as employees are encouraged to share their ideas and opinions.

**Better Decision Making:** Research by Bryson, Quick, and Speed (2013) indicates that involving employees in decision-making leads to better-informed decisions that are more likely to be accepted and implemented. **Higher Levels of Organizational Commitment:** A study by Alas, Vadi, and Alas (2016) suggests that participative management leads to higher levels of organizational commitment among employees.

**Improved Performance:** Overall, the effects of participative management on the performance of public organizations are positive (Liu & Batt, 2010). By enhancing motivation, communication, collaboration, innovation, and decision-making, participative management helps organizations achieve their goals more effectively. Despite these benefits, the implementation of participative management can be challenging (Omar, Anuar, Ramayah & Zulhumadi 2018). Organizations need to carefully consider factors such as organizational culture, the nature of decision-making processes, and the level of employee involvement to maximize its potential benefits.

## **AFRICAN PERSPECTIVE**

In Africa, participative management has been witnessed in various countries such as Nigeria and Chad. For instance, an inclusive strategy for corporate governance has received more attention than one that is exclusive. Mohammed (2014), in Nigeria, research has been done on how leadership style affects employee performance. The study concludes that leadership styles affect organizational and employees' performance.

Hassan and Bon (2016), assessed the impact of leadership styles on the performance of employees in the Telecom sector in Chad. The dependent variable was employee

performance while the independent variables were achievement oriented, participation, support oriented and direction. The study came to the conclusion that an organization's leadership style has an impact on how well its people perform.

## **KENYAN PERSPECTIVE**

In Kenya, participative management is mainly done through employees' participation, which started with projects that targeted communities. Employees participation is defined as a democratic process that involve people in planning, organizing, executing and conducting corrective action in the operation and development of critical services to a particular organization (Wilkinson, Mowbray and sun 2018). Shiverenje and Wakwabubi underline the fact that previous to independence, efforts were made to strengthen participatory development in Kenya by legalizing decentralized planning and project implementation. Though, a national policy, norms, standards, and regulations for employees' participation have not been finalized, thereby posing a challenge to the process, through a lack of a coordinated approach across counties.

## **MURANG'A PERSPECTIVE**

In Murang'a County Government, in the several sub counties, meetings for employee participation are held. But not much success has been made due to poor planning, mismanagement, and lack of awareness among the citizens on devolution. On Public Participation in Kenya, Ministry of Development and Planning 2016, states that there is insufficient publicity or insufficient time that keeps many citizens from participating.

### **1.1.1 Organizational Performance**

Organizational performance is defined as how effective and efficient a firm strives towards attaining its goal (Madeline, 2022). Organizational performance also refers to the ease with which an organization attains its goals. One cannot speak of performance without bringing in an element of performance management. Sign (2017) states that the main objective of organizational performance is improving and promoting employee effectiveness, therefore, participative management is a way of achieving

employee effectiveness. According to Georgopoulos and Tannenbaum (2014), organizational performance also refers to the extent to which an organization has fulfilled its objectives as a social system. But organization performance has been evolving over time and later in 1980's and 1990's, as the organization objectives became more complex, organization performance definition changed to how an organization accomplishes its objectives in terms of efficiency.

According to Awwal, Halimah and Sakinah, (2019), the effectiveness of an organization is measured by how well it accomplishes its vision, mission, and objectives. To assess the performance of an organization, Kaplan and Norton (1992), developed a tool known as balanced scorecard which helps managers resist the temptation of putting more emphasis on financial measures but also measure non-financial parameters. This study recommends that both employers and employees should better understand how an organization works and adhere to the organizational policy. The organizational performance scorecard should consider the following parameters: learning and growth parameters, internal business process parameters, financial and customer focus parameters. Learning and growth parameters should ensure there is constant growth as a result of innovative mechanisms laid down by the organization.

In their paper on the perception of citizens on the performance of the Kenyan government, Lumadede, Margaret and Sang, (2016) states that public organizations performance is determined by various factors such as accountability, civic engagement and efficient service delivery. Public organization performance emphasizes on timeliness when it comes to public services hence many public institutions have devised methods of appraising performance of public officers. Some public organizations have even gone a notch higher to engage offices on contractual basis to ensure they perform at par. According to Jozsef (2019), service quality refers to an organization's ability to meet the expectation of its customers. When the expectation of the customers is compared with that

of the supplier the result is what is commonly known as the perceived service quality. There are always three possibilities: expectations being equivalent to performance or expectations being less than or greater than the performance. Service quality is

satisfactory when the expectation is less than performance. According to Keller and Kotler (2009), empathy, assurance, responsiveness and reliability are the variables in measuring the quality of any service offered. These variables are very critical in measuring the performance of an organization.

### **1.1.2 Murang'a County Government**

In line with Article 176(1) of the Constitution of Kenya (2010), County Government consist of both the County Assembly and the County Executive. Murang'a County Assembly is a legislative organ of Murang'a County Government whose functions include making county laws, overseeing the county executive, approving county budget and expenditure among many other functions. Besides Members of County Assembly, (MCAs) who are the peoples' representatives elected from different wards, and in line with Section 13 of County Governments Act (2012), the County Government has staff members who are employed on permanent and pensionable terms. Their main duty is administration work and facilitating the County Government to carry out their roles effectively. Like any other public organization, Murang'a County Government staffs are expected to be effective and efficient.

Service quality refers to the ability of an organization to meet or exceed customers' expectations (Jozsef, 2019). Government organizations are mostly perceived as inefficient since they are not able to exceed customer expectations and at times, they are not even able to meet the clients' expectations. For instance, people may perceive Murang'a County Government as inefficient because of seemingly slow role in delivering services. Slow processing of petitions from members of public and complex procedural process even when handling simple matter like vetting of an executive appointee are other factors that make it to appear inefficient.

### **1.1.3 Participative Management and Organizational Performance**

The correlation between the independent variables and the dependent variable (organizational performance) and (core competency, ethical practices and employee participation) can be well understood in the concept of performance management this is in line with Georg (2018), who stated that measuring performance and managing

performance are interactive and cannot be separated. Bucata (2017), posit performance management as the process by which both employees and employers work as a team to ensure the success of an organization. The methodical process of performance management involves an organization implements and analyses procedures to ensure that the organization attains its goals.

Newig and Echallies (2018), in their study linked participative management to increased individual and organizational performance through the effects it has on staff motivation and job satisfaction. Similarly, Aboruaia (2017), found that participative management has been linked with job satisfaction this implies that it can be used to reduce the factors that have a negative impact on organization performance such as incivility among others.

According to Khassawneh and Hamzah (2022), participative management is further perceived to be procedures or steps an organization implements in ensuring its success through the use of power, reward, knowledge and information. Mentoring employees on how to participate in decision making on activities of an organization will lead to better employee effectiveness and improved organization performance. According to Lovrich (2016), by empowering employees with a certain degree of trust in decision-making, it will induce a degree of commitment to task. The employee will understand the organizational goals and their relationship to those goals and its impact towards the organization. Employee will sense his contribution to the work that directly affects organizational performance. Participative management is considered critical to each and every organization. According to Newig and Echallies (2018), participative management motivates employees, creates a sense of ownership in an institution, enhances change acceptance and creates a sense of belonging in the organization. Defrune (2016) further participative management helps in creating employee commitment, it also helps the staff better understand the organization. Participative management also helps in enhancing innovation and creativity in an organization. An organization benefits from synergy from wider options. This is possible when every staff is involved in management of the organization. This also enables an organization to benefit from diversity in decision making and handling of various problems.

Participation leads to knowledge sharing, exchange of ideas and recognition and makes individual participate in work respectively and achieve the teams' objective. Participation in industry direction causes motivates employees hence enabling the employees to strive towards attaining the organizational goals hence improving organizational performance. Participation can be defined as "a bidirectional, interactive, constructive, and fruitful connection between two or more individuals" Aboruaia (2017). Previous studies by Khassawneh and Hamzah (2022), and Bucata (2017), have linked participative management to increased individual and organizational performance through the effects it has on staff motivation and satisfaction.

According to Bauwens and Audenaert (2019), performance management implies that employees are involved in analysis of problem, coming up with corrective actions and reviewing the outcomes, which is a continuous process of assessing the progress and getting feedback to ensure employee attain the organizational goals. Due to this involvement an employee will feel motivated and valued and this will have a positive impact on his performance which will lead to improvement in organizational performance. Further, research indicates that there is a correlation between participative management and performance. For example, Lau and Lim (2002) and Ming (2004) found that there is a correlation between staff commitment, job satisfaction, work motivation and participative management. This is as a result of involving employees in critically analysing the problem and developing and implementing better strategies to arrest the problem. This involvement has seen reduction of the factors that have a negative impact on the efficiency of an organization.

Rebeták (2013) demonstrated that improving of performance of staff helps in increasing productivity which is an indicator of organizational performance. Therefore, participative management would be positively associated with increased organizational performance given that it is found to improve staff performance through job satisfaction, staff commitment and work motivation, (Tuuli and Rowlinson, 2009). Participative managers understand that they are the final decision makers they learn to cooperate with those who work under them. These make the staff feel part of the team and are motivated to achieve team goals, (Feldman, 2006).

## **1.2 Statement of the Problem**

Even though the Kenyan government reports strong economic growth, the performance of public organizations has had a declining trend. The poor performance has been credited to rampant corruption, lack commitment among public officers, nepotism, and gender insensitivity. The downward trend in the performance of public organizations is not only a phenomenon in Kenya but a global concern.

In the United States for instance, Goebel and Weißenberger (2017) researched on the effect of ethical work climates on performance in companies in the US. The study concluded that the poor performance is attributed to lack of principles such as integrity, effective time management and accountability among public officers. In addition, Tuuli and Rowlinson (2009) stated that participative management is the only way to improving performance of the organizations.

Boris (2015) evaluated the challenges local government administration faces in delivering efficient and effective social services in Nigeria. The provision of local government services is significantly hampered by a number of factors, including a lack of funding, corruption, and excessive political meddling. The study did not emphasize on core competency and employee participation. Participative management will see workers involved in goal setting, decision making and problems solving (Gibb 2020). Participative management allows the staff to give their suggestions and hence decision-making risk can be reduced whereas enforcement of decisions can be increased Gibb (2020).

Mueni (2014) concludes that the poor performance is as a result of embezzlement of funds, lack of accountability among public and state officers, and unethical behaviours of some employees are the main causes of poor performance of the state corporations in Kenya. X Wu (2019) posit that workers perform well due to guidance and mentorship offered by managers. X Wu (2019) found out that participation had significant effect on job satisfaction. Since participation has been linked with job satisfaction this implies it can be used to reduce the factors that have a negative impact on organizational performance. In view of the above background information, the study sought to explore the effect of participative management on the performance of Murang'a County Government.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

To explore the effect of participative management on the performance of Murang'a County Government.

#### **1.3.2 Specific Objectives**

The following specific objectives guided the study:

- i. To determine the effect of core competency on performance of Murang'a County Government.
- ii. To find out the impact of ethical practices on performance of Murang'a County Government.
- iii. To assess the extent to which employee participation influences performance at Murang'a County Government.

### **1.4 Research Questions**

- i. What is the effect of core competency on performance of Murang'a County Government?
- ii. What is the impact of ethical practices on performance of Murang'a County Government?
- iii. To what extent does employee participation influence performance at Murang'a County Government?

### **1.5 Significance of the Study**

This study is significant to the management, residents of Murang'a County Government and authors in the field of management as follows:

#### **1.5.1 Management**

The study assists the management and administration of Murang'a County Government in various ways. This study enables the management to devise ways and methods of improving performance of the management of the County Government through engaging incorporating ideas of top level management and lower level management.

### **1.5.2 Murang'a County Residents**

The residents of Murang'a County Government benefits from improved infrastructure such as roads and communication networks together with improved quality of services offered due to increased efficiency and effectiveness courtesy of this study.

### **1.5.3 Murang'a County Government Employees**

The study assists in policy formulation by the County Government. The recommendations and conclusions derived from the study will assist in coming up with better policies that will guide the employees of the County Government to improve on their work. This will further enhance the oversight, legislative and formulation roles of the Members of the County Assemblies.

### **1.5.4 Scholars**

For academics in the subject of management, the study is also very important. The research's findings will contribute to the corpus of knowledge. The findings and suggestions of this study will also serve as recommendations to current and future management academics on how the two variables, i.e., organizational performance and participative management. The study findings will act as a focal point for future studies and academicians. It will further guide on coming up with theories and assumptions of the field of management and economics.

## **1.6 Assumptions of the Study**

The study is guided by the assumption that; All the respondents can read and write. The selected participants will be cooperative and will give the required information. The responses given by the respondents will reflect the factual position of the inclusion of staff in making the decisions of the organization.

## **1.7 Scope of the Study**

While there could be various aspects to be studied on this area, the scope of this research is limited to the key variables of the study that is organizational performance and participative management on the County Government of Murang'a performance. The study is also limited on the utilization of institution as the basis of the case study therefore it cannot generalize the output of the study. The limitation is also on the research period, the conditions at the institution where study will be carried out may

change from time to time the findings are only limited to the time that study was carried out.

The study utilizes primary method of data gathering; on questionnaire the research is limited to understanding and interpretation of the respondent. While on interviews the study is limited only to the information that the respondents were willing to give out to the data collector. The study is also limited in exploring the effects of participative management on performance of Murang'a County Government. Other than this aspect, there are other effects on different fronts in reality and thus, generalization of the study findings is only be applicable under similar conditions.

### **1.8 Limitation of the Study**

Like with any study, there were some restrictions the researcher had to work within, from time constraints to the unrepresentative nature of the study location. The impacts of public participation on other processes, which the study did not take into account, may not be covered by the findings of this study. Additionally, the study's findings are based on the County Government, therefore they might not be applicable to other institutions like the Kenyan national government or the private sector. Additionally, the study was only done in Murang'a County Government hence the findings are limited to Murang'a County Government.

### **1.9 Contribution of the Thesis**

Contribution made by the study are highlighted below;

Thesis expands the horizon of knowledge on participatory management. It proves participatory management improves performance of an institution. This is mainly by making employees feel embraced and are part of decision making hence team work, synergy at work and common ownership of institution objective.

It assures management of a different management method that is effective to achieve the required outcomes of an institution.

Further, thesis identifies gaps that requires more research for instance other than employee participation in decision making what other elements would enhance participatory management as a mode of running an organization.

Two papers containing the results of this study has been published.

### **1.10 Organization of the Thesis**

This thesis is organized in five Chapters; Chapter one deals with background information relevant to the study of effect of participative management on performance of public organizations in Murang'a County and discusses the problem statement, the objectives that guide the study, justification as to why the study is important and highlights the scope of the study. Chapter two reviews the related literatures. Chapter three discusses the methodology that were used to investigate effect of participative management on performance of public organizations in Murang'a County. The steps that were taken to address the research design, data collection and analysis methods that were used to conduct the study. Analysed results are presented in chapter four. Chapter five deals with summary, conclusions, recommendations and suggestion for further studies.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews the theories employed in the study on the effect of participative management on performance of Murang'a County. The chapter further reviews the empirical literature, knowledge gap, conceptual framework and operationalization of variables of the study.

#### **2.2 Theoretical Review**

Theoretical review highlights appropriate theories to be employed in the study. The study employed resource-based theory, stewardship theory and contingency theory.

##### **2.2.1 Resource-Based Theory**

The study also employed resources-based theory. This theory was advanced by Barney in 1991. Proponents of resource-based theory suggested that organizational resources are limited, difficult to imitate, rare and valuable for the success of a firm. These resources are critical essential any organization's success, both now and in the future. The proponents asserted that availability of strategic resources is key for the success of any organization. These resources can also be in terms of human resource such that for an organization to perform well the employees both the managerial and support staff should be qualified and experienced for the job. This gave a positive impression of the organization hence propelled the said organization to success by giving a competitive edge over others.

Resource-based theory states that a competent and experienced human resource are the engine to the success any organization. Competency of employees stems from continuous development programs staffs are taken through to skills acquired through continuously doing a particular job. Collins and Clark (2003), however posit that the uniqueness and knowledgeability of staff may not necessary transform towards the success of the organization.

Clark and Collins (2003), assert that the resource-based theory holds that an organization's workforce competencies are essential to the organization's viability. Clark and Collins (2003), further state that competency-based human resource management practices act as a basis to nurturing and embracing the competency within a particular department or an organization as a whole. The proponents of resource-based view argue that firms should give priority to its employees when it comes to using its resources instead of looking for employees of other firms.

The resource-based view is the leading theory that can be used to define the effectiveness of strategic management and development. Using this theory, the firm is considered as a bundle of capabilities and resources that are made up of human, financial, physical and intangible assets. This theory has been conditioned to imply strategic management effectiveness on the fact that monetary resources are scarce and are heterogeneous (Barney, Wright and Ketchen Jr, 2001). The organisation can thus convert the scarce resources into a competitive edge in case they are available in the organisation is aligned to exploit these resources. Secondly, there is the strategic management process framework. This is a concept that promotes a systematic approach to the formulation of strategy that is rooted in the mission or objectives of an organisation and tests the choices made for the implementation and actions of the company that are against the set objectives (Noe 2017). The mission and objectives in this case forms a clear basis for the specific targets that the organisation will select and attempt to achieve through developing effective strategies. The strategic management process framework also defines the nature, form and extent of organisational evaluation and its environment as well as the nature of business and corporate strategic decisions that it takes. A PESTEL analysis was also another framework that was aligned to the development of organisational strategies. Using this framework, the organisation can manage to conduct a complete environmental scanning through reporting on the conditions that exist in the environment, and acting towards ensuring that a thorough analysis has been done Yüksel (2012).

Resource-based theory is applicable in this study on objective one on how core competency affects performance. This is because the theory asserts that availability of strategic resources is key for the success of any organization. These resources can also be in terms of human resource such that for an organization to perform well the

employees both the managerial and support staff should be qualified and experienced for the job.

### **2.2.2 Stewardship Theory**

The study also will employ the theory on stewardship. The theory on stewardship was proposed by Davis and Donaldson in the year 1989. The theory supports the conclusion of theory Y as advanced by Douglas McGregor. Which states that employees are motivated and takes pride in their jobs hence do not need close supervision. Stewardship theory asserts that managers are stewards hence act more responsible when working without close supervision. Davis and Donaldson (1989) posit that the proponents of the theory of stewardship assume that making consideration on behaviour's on pro-organizational and self-serving, a steward go for working together as opposed to defection. They further state that the theory assumes that managers (stewards) are trustworthy, pro-organizational and collectivists.

A steward, in accordance with Donaldson and Schoorman (1997), optimizes and preserves shareholders' funds through the company's success because doing so maximizes the utility functions of the steward. In the study context, managers for various organizations who strive to maximize and protect shareholders share value are seen as stewards. According to Davis and Donaldson (1991), stewardship theory is important to the study on participative management because it encourages accountability and responsibility. The theory further enumerates that top management in devolved governments especially in the County Government of Murang'a should strive towards being credible, professionals, accountable in their areas of jurisdiction. This helps in aligning individual goals to organizational goals.

The officials of Murang'a County Government are viewed as stewards because they draw their satisfaction from the better work environment and remuneration which further transforms to the county attaining the organizational goal. Stewardship theory gives emphasis to organizational designs and structures that will enable employees and senior management to act more independent and responsible as stewards together with building trust (Argyris, 1973). According to Donaldson and Davis (1991), the theory further stresses that for the returns of shareholders to be maximized the employees should take into consideration the interest of shareholders. This act will

adversely reduce the costs associated with the agency relationship between the employer and employee. On the same note, Cannella and Daily (2003) stated that the senior management must strive to maximize shareholders interest to protect the reputation of the management as the organization's think tank.

Fama (1980) posit that the senior management honour their part of bargain as a way of enhancing their profession through adhering to the due diligence and competency requirements. Other scholars such as Vishny and Shleifer (1999), emphasize that finances are returned to investors by managers to ensure that there is goodwill and reputation as they seek to re-invest the funds in the future. The theory has therefore been used to explain how stewards (management of the County Governments) are categorised as diligent and accountable for the work done in the entire County Government. According to Davis and Donaldson (1991), the stewardship theory further emphasized on liaison between the roles of the speaker and the governor of the County Government. This will help in minimizing the associated agency costs.

Objective two of the study addresses ethical practices, stewardship theory asserts that managers are stewards hence act more responsible when working without close supervision. Proponents of the theory of stewardship assume that making consideration on behaviour's on pro-organizational and self-serving, a steward go for working together as opposed to defection. They further state that the theory assumes that managers (stewards) are trustworthy, pro-organizational and collectivists. This basically is ethical practices hence the theory is applicable on this study as it is in line with objective two of the study.

### **2.2.3 Contingency Theory**

In the year 1996 House developed a theory called Contingency theory. The theory lies on the foundation that managing an institution has no specific method. The theory highlights the five aspects of management: staffing, organizing, directing, planning, and controlling. Contingency theory is critical to management practice as it explains how the functions and design of any organization is affected by various contingent factors. The contingent factors include external environment, culture and technology House (1996). Contingency theory assumes that no particular structure and design of an organization can be applicable to all institutions. Arising from the assumption that

no particular design or structure of an organization is applicable to all institutions, a contingent leader should be willing to apply any style depending on the situation at hand.

Jago and Vroom (2009) states that participative management to be effective and efficient, the management must embrace strategic leadership through using the individual leaders' skills in making sure that the organizational strategy is well implemented to aid in attaining organizational goals. Further, strategic leadership opt not to be rigid but flexible in order to take into consideration the varied tastes and needs of the organizational clients (Morgan, 2007). The management team should ensure that there are strategies to ensure that plans are implemented and subordinates are well directed and also ensure the organization is staffed with competent and knowledgeable employees. This theory emphasizes on the need of situational analysis of each and every situation before choosing on a particular way of leading an institution hence the County Governments should adhere to this principle while selecting the appropriate theory of management.

Contingency theory is further seen to offer frameworks and basis for design and structure of any institution (Donaldson, 2001). Donaldson (2001) further states that the theory assumes that many institutions succeeds when they adopt a design and structure which accommodates all contingencies. Contingency theory though supported by many scholars is not without critics. Galunic and Eisenhardt (1994), criticized contingency theory for static. They posit that the theory does not take into consideration the changes in the organization in terms of technological, demographic, economy and political. Other scholars such as Miller (1981), also criticized contingency theory for lack of ambiguous and inadequate concepts. Eisenhardt and Galunic (1994) also stated that the theory did not address the issue of change in an organization hence views contingency theory to be rigid. This is mainly so because various organizational contingencies such as technological changes, behavioural changes and political changes are not put into consideration while looking at participative management.

The theory is applicable on the study because it is seen to be a theory of equilibrium because it strives towards perfection. It offers managers free hand to determine the

best way to run an institution allowing various management practices. Thus it supports objective three of the study.

## **2.3 Empirical Literature**

### **2.3.1 Core Competency and Organizational Performance**

Core competency refers to a group of competencies that are widespread in an organization (Javidan, 1998). Further, core competency can also refer to that which differentiates an organization from its competitors (Barton, 2000). Core competencies can therefore be summarized as knowledge or skills learned by a particular employee and shared in the various organizational units to assist in harmonization and integration of organization competencies. According to Barton (2000), learning process results into core competencies which is evident by effectiveness and efficiency of organizational processes and procedures.

Alrubaiee (2011) studied the impact of core competency on the performance of organization. The dependent variable (core competency) was measured using empowerment, co-operation and shared vision. The study made use of qualitative information that was gathered using two data collection instruments (electronic survey and open-ended questionnaire). The study concluded that core competency and organizational performance have a very significant positive link. The study recommended managers to increase organizational performance by embracing cooperation, empowerment and shared vision in order to remain competitive.

Taylor (2010) studied how core skills affect organizational performance in the US. Both quantitative and qualitative data were employed in the investigation. Qualitative data was collected using a data collection sheet, and quantitative data was collected using a closed-ended questionnaire. Descriptive research design was the method employed. Data analysis was done using STATA software. The analysed data were presented using both tables and figures. The leadership style, creative work environment, and personnel quality were used to measure the independent variable. The study concluded that core skills significantly improve an organization's effectiveness. The primary factor influencing an organization's performance is its leadership capabilities.

Lufthans (2012) evaluated how strategic leadership affected the competitiveness of American banks. The study used an inferential research design. The study made use of primary data that was gathered through the use of a closed-ended questionnaire. An evaluation of the data gathering tool's performance and efficiency was conducted through piloting. SPSS was used to examine the data. The researcher utilized tables and figures to illustrate the data and analyze the relationship between the independent and dependent variables. The study found that strategic leadership has a big impact on how competitive American banks are. The study recommended that, in order to increase organizational competency and ensure successful strategic leadership, participatory management should be prioritized.

Vera (2001) examined the relationship between implementing employee involvement and staff retention in Kenya's public institutions. The public organizations listed on the Nairobi Securities Exchange were the subject of the study. The research design used in the study was descriptive. The researcher employed questionnaires to acquire the primary data. The questionnaire was designed and hand delivered to the respondents. STATA and excel software were used in the data analysis. Figures and tables were used as means of displaying and presenting the data of the researcher. The study concluded that employee involvement has a significant positive effect on employee retention in the public organizations in Kenya. The study recommended that public organizations in Kenya should fairly remunerate their employees and put into place better working terms, ethical practices and conducive working environment to ensure employees are retained.

### **2.3.2 Ethical Practices and Organizational Performance**

Ethics refers to a systematic method for distinguishing, analysing and interpreting matters of good and bad, admirable and deplorable, and right and wrong as they relate to the well-being of and the relationships among human beings (Hansen, 2004). Ethical practices in an organisation include integrity, the ability to effectively communicate, accept responsibility, be accountable, be professional, and have mutual respect.

Kitonga (2020) examined the impact of strategic leadership techniques on the operational effectiveness of not-for-profit organizations in Nairobi County in Kenya.

Balanced strategic control, human capital, and strategic direction were the specific objectives. The not-for-profit organizations served as the analysis's analytical unit. Convergent mixed method research design was the method used. Qualitative data and quantitative data were used by the researcher in the analysis. While primary data was gathered using survey questions, secondary data was gathered using quantitative data. The data gathered was analyzed using SPSS software. The data that was analyzed was presented using graphs, tables, and figures. The study came to the conclusion that strategic leadership techniques have a big impact on Kenyan NGOs' performance. The research advises Kenyan NGOs to develop strategic leadership.

Goebel and Weißenberger (2017), researched on the relationship between ethical work climates and organizational performance in companies in the United States. The study used qualitative data which was collected using survey of two hundred and ninety-five companies Small and Medium Size Entities in United States. Cross-sectional research design was used to explore ethical work and organizational performance are related. According to the study's findings, ethical workplace cultures and organizational success in American businesses are strongly positively correlated. The study recommended that organizations should inculcate principles that promote workplace ethics such as conducive work environment, integrity, effective time management and accountability. The study further states that public organizations should create awareness on benefits of having a better work environment.

Kim and Thapa (2018) explored the effect of ethical leadership, corporate social responsibility on organizational performance in South Korea. Questionnaire and survey was used in collecting the primary data. A sample of one hundred ninety-six food service franchise firms in South Korea was used. The conclusion of the study was that corporate social responsibility had a positive significant effect on organizational performance in South Korea. The study recommended that ethical practices should be considered while hiring top management in the organizations in South Korea. Corporate social responsibility should be emphasized in order to get support of the society.

Gaitho (2019), posit that ethical standards and organizational design have an impact on how Kenyan counties deliver services and how they relate to strategic leadership.

Organizational structure and strategic leadership were the study's specific goals. Positivism was used as the basis for the research design. Primary data for the study came from cross-sectional surveys and questionnaires. The 47 County Governments served as the analysis's analysis unit. In order to analyse the data and create the regression model, the study employed STATA software. The research findings were presented using tables and figures. The study came to the conclusion that ethical behaviour and organizational design have a big impact on how well counties in Kenya offer services. The study suggested that counties should train and punish immoral managers.

Kamau (2015), determined the effect of inventory management on organizational competitiveness; a case of Safaricom Kenya Limited. The study had inventory turnover, inventory investment and inventory shrinkage as the specific objectives. Descriptive research design was employed by the researcher. The unit of analysis was Safaricom Kenya limited. The study employed the use of primary data which was collected using questionnaire. SPSS software was used to analyze the data collected. The study concluded that inventory management had a strong positive effect on organizational competitiveness. The study recommended that the management implement a vendor management system and inventory its management system.

### **2.3.3 Employee Participation and Organizational Performance**

Employee participation refers to a democratic process of engaging employees in thinking, planning, deciding and taking an active part in the development and operation of services that affect employees' lives (Sithole, 2005). Employees' participation is further defined as a process in which employees influence the decisions and the resources which affect them. Employees' participation has and is still perceived as a key to performance in public organisations. Among its numerous advantages include strengthening democracy, increasing accountability, raising process quality, managing social tensions, and protecting against externalities.

Employee participation in management refers to the participation of non- managerial employees in the decision making processes of the organization. The participation of the employees in the functioning of the organization gives employees mental and psychological satisfaction. They feel pleasurable and contented that their tasks are not

just limited to the performance of their job duties, but they are participating in the activities and matters of the organization as well. The participation of the employees in the management is regarded as the most accepted principle of industrial relations in modern industry not only in India, but in other countries of the world as well. Participation is referred to the mental and the emotional involvement of the individuals in a group situation. The individuals get motivated to contribute towards the achievement of group goals and objectives and share responsibilities and work duties. They need to ensure that they participate efficiently and it may prove to be advantageous to the organization. Employee involvement in management refers to non-managerial employees' involvement in the organization's decision-making processes (Radhika Kapur 2021). The involvement of the workforce in the day to day activities of the institution offers fulfilment psychologically and mentally to both the senior and junior staff. The staff finds entitlement and satisfaction in their daily work. The satisfaction has a ripple effect in the organization as it positively impacts the organization performance. The most widely acknowledged principle of labour relations in contemporary industry is the employee's participation in management.

The term participation refers to a person's mental and emotional involvement in a group setting. People are inspired to share tasks and responsibilities and strive for the accomplishment of group goals and objectives. They must make sure that they participate effectively because it might be beneficial to the organization.

Employee participation is the process whereby employees are being involved in the decisions of an institution in order to achieve the desired goal. The key matters to welfare of employees are fair remuneration, effective and efficient work environment, equal treatment in terms of promotion opportunities, protection from health hazards, wellbeing, job-related concerns, and employee rights and opportunities. In order to encourage employee engagement, all organization members must be given the chance to make meaningful contributions to the advancement of welfare and goodwill. Employee loyalty, trust, and responsibility toward managers, supervisors, and the business as a whole will increase with better employee participation and increased accountability in the decision-making processes.

Employees who participate in decision-making must uphold moral, ethical, and ethical principles. Employee participation refers to the framework in which workers are granted the privilege of taking part in decisions affecting the matters that concern them. These cover wages and benefits, working conditions, health and safety, wellbeing, job-related concerns, and employee rights and opportunities. In order to encourage employee engagement, all organization members must be given the chance to make meaningful contributions to the advancement of welfare and goodwill.

Employee loyalty, trust, and responsibility toward managers, supervisors, and the business as a whole will increase with better employee participation and increased accountability in the decision-making processes. Employees who are involved in decision-making must have moral, ethical, and ethical principles.

#### **2.4 Conceptual Framework**

Bas Swaen and Tegan George (2022) defined conceptual framework as pictorial representation of the relationship between independent variables and dependent variable. It outlines how your research method' pertinent objectives fit together to provide logical findings. The independent (predictor) variables in this study include core competency, ethical practices and employees' participation. The dependent (response variable) is the organizational performance.

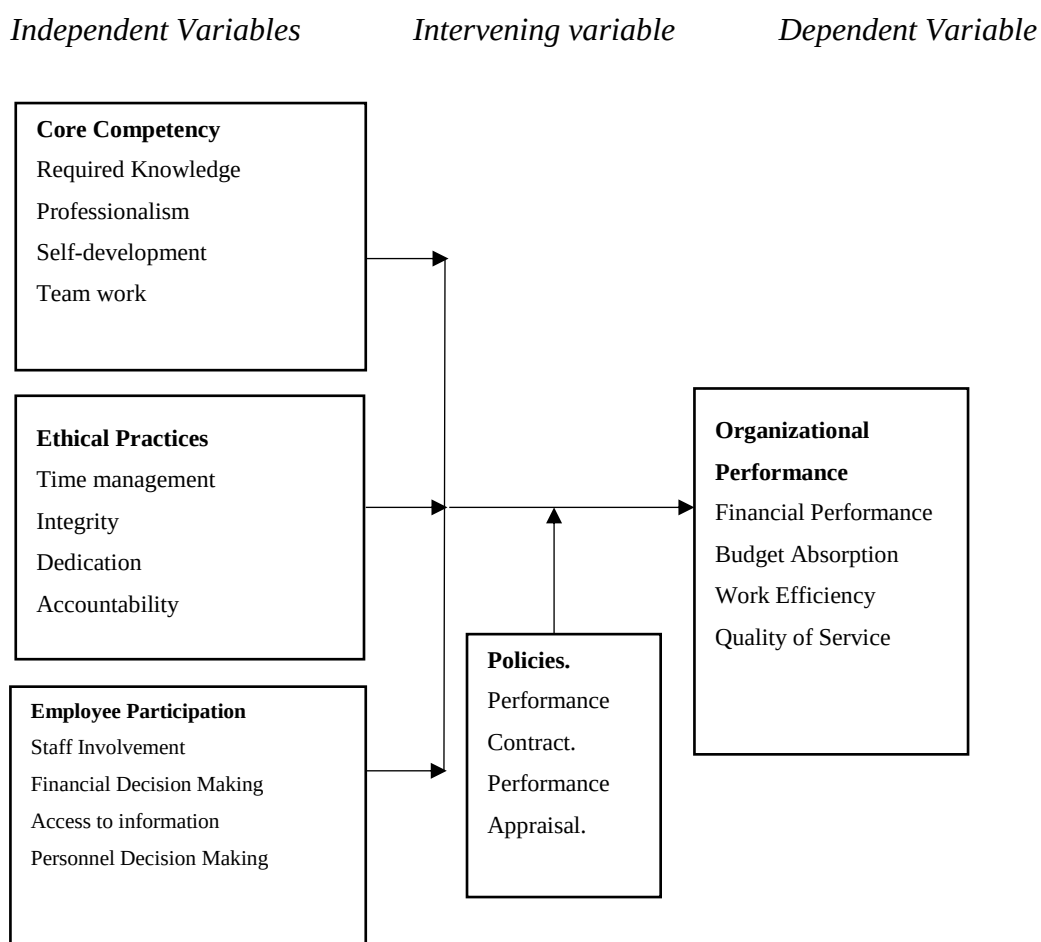


**Figure 2.1: Conceptual Framework**

## 2.5 Chapter Summary

Several studies have tested the effect of participative management on organizational performance. Additionally, public organisations have been subject of various studies by many scholars with interest in the performance of public institutions. With the ushering in of the Kenya Constitution 2010, scholars have drawn their attention to the devolved units. In the last decade most studies on County Governments have been on the effect of devolution of the performance of County Governments. For instance, Mwikali and Wafula (2020) focused on the effects of devolved governance on organizational performance a case of Mombasa County Government. Wacera (2016) proposed further study be conducted to establish whether public participation has an impact on democracy and the economic development of a nation. Kuria (2017) investigated the Influence of employee participation on performance of Government

Healthcare Institutions in Kenya. The scope of the study was only health care institutions in Kenya.

Kihoro and Wagana (2017) modelled the effect of e-government on Kenya's County Governments' link between administrative decentralization and service delivery. The study only emphasized on budgetary controls on financial performance of County Governments. Therefore, literature on effect of participative management on performance of public organizations was limited due to limited previous studies and in this regard the study seeks to fill the gap by determining the effect of participative management on the performance of Murang'a County Government.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter reviews the methodology of the study. It summaries the research methods, research design used in the study, the target population, sample and sampling procedure, data collection, instrumentation and data analysis methods.

#### **3.2 Research Design**

A logical flow connecting the empirical data to the study's original investigation and, finally, to its conclusion is referred to as the research design (Sileyew, 2019). The study employed descriptive research design in form of a survey. Descriptive research design defines the current situation as it is and tries to describe particular variables in the study (Atmowardoyo 2018). Researchers use survey to get a description of opinions, attitudes, characteristics and or behaviours of a population (Mathiyazhagan and Nandan, 2010).The descriptive research design enabled the study to provide insights on how and why participative management affects the performance of the Murang'a County Government as organization. The study used qualitative and quantitative approaches to ascertain the extent to which the Murang'a County Government has adopted participative management and evaluate its effect on organizational performance.

#### **3.3 Target Population**

According to Kombo (2006), target population refers to all people considered in any field of study. This study consisted of three thousand employees from the County Executive and County Assembly as the target population. The various departments in the County Government of Murang'a constitute the population frame including revenue department, enforcement, Human Resource, Accounts, Research Department, Legal and Committee Services among others. Murang'a County was selected because it is a public institution and the study targeted public bodies. Further, it is one of the institutions expected to embrace participation in running of its affairs since it is a governance principle. The area of research was nearer to the researcher, has easily accessible information and no such study has ever been carried out in the organization hence the need to have study done since results can be used for comparative purposes

with results on similar topic from other institutions bringing out collaborated findings, thus adding to knowledge sphere on the researched topic. The target population therefore comprised of 3000 respondents.

**Table 3.1: Target Population Distribution**

| Department                 | Percentage | Number of Participants |
|----------------------------|------------|------------------------|
| Murang'a County Assembly   | 3.33%      | 100                    |
| Senior Management          | 3.33%      | 100                    |
| Legal Department           | 10.00%     | 300                    |
| Revenue Department         | 16.67%     | 500                    |
| Human Resource             | 16.67%     | 500                    |
| Research and Public Policy | 16.67%     | 500                    |
| Lands                      | 16.67%     | 500                    |
| Enforcement                | 16.67%     | 500                    |
| Total Target Population    | 100%       | 3000                   |

Table 3.1 shows the target population of the study was 3000. The target population was chosen because they were the people working and operating in the county government which was the unit under the research. Based on the objectives of the study, it was believed that any conclusion drawn on the basis of the data collected from them would reflect the nature and profile helped the study to determine the effects of performance in Murang'a County.

### **3.4 Sampling Techniques**

Sampling is the process of selecting a number of individuals for a study in such a way that the individuals represent the larger group from which they were selected (Omariba, 2023). The purpose of sampling is to gain information about a population. For the purpose of this study, the following sampling techniques were employed.

#### **3.4.1 Quota Sampling**

Quota sampling is the process of deciding beforehand the type and number of members the research intends sampling (Omariba, 2023). It strives to represent significant characteristics (strata) of the wider population (Cohen, Manion and

Morrison, 2021). Quota sampling is applied to determine the effect of participative management on performance of Murang'a county government.

### **3.4.2 Stratified Sampling**

According to Omariba (2023), a stratified sampling technique is made up of a group from which a researcher directly selects samples. In this study, the technique will be used to obtain senior management, Supervisory management and operational management from the county government. The sample size of the SMEs will be selected from each of the aforementioned County.

Quota and Stratified sampling techniques was used with the intention of ensuring that in the county, senior management, Supervisory management and operational management from the County Government had an equal and calculable opportunity of being selected for the study. This improved the representativeness of the sample by reducing the sampling error. Stratified Sampling technique is said to be very reliable with a high degree of representativeness of results (Pinto, Lein, & Mahoque, et al., 2018).

### **3.4.3 Simple Random Sampling**

Simple random sampling is a subset of a target population in which each member of the subset has an equal probability of being chosen (Cohen et al., 2011). In this study, a simple random sampling technique was used to select the sample size of senior management, Supervisory management and operational management from the Murang'a county government. The reason was that these groups were homogeneous in nature, and it was assumed that any sample drawn from the accessible population would be acceptable enough to fairly represent a cross section of the target population of the Murang'a county government thereby minimizing the sampling error.

Further, in the case of senior management, Supervisory management and operational management from Murang'a county government proportionate sampling was employed to proportionately distribute respondents to the regions (Iarossi, 2006) as shown in Table 3.1 sampling grid. Based on the nature of the research objectives, the senior management, Supervisory management and operational management from the county government fit into this technique and, therefore, advanced better understanding of the study. Simple random sampling was employed after a

proportionate distribution of respondents. Purposive sampling technique involves targeting respondents who have relevant experience and information that were not necessarily similar. Omariba (2023) asserts that purposive sampling is a non-random method of sampling where the researcher selects information rich cases for in depth study. Purposive sampling takes place when the researcher selects a sample from which the most can be examined (Cohen et al., 2021).

#### **3.4.4 Sampling Procedure**

Sampling is the process of selecting individuals for study. A sample is any group on which information is obtained (Omariba, 2023) or part or section of a population (Cohen et al. 2021) the target population was generally too large for the study. The researcher obtained a sample from the target of senior management, Supervisory management and operational management which was used in the study. The findings of the sample was a representative of the entire target population (Omariba, 2023; Cohen et al. 2021). From the senior management, supervisory management and operational management were used for the study for the study because the three categories were working at the same institution but at different levels thus they would give information in line to their level of operation. Hence the information given will be used for analysis and comparison to give out the true status of the unit under the research, in this case Murang'a County Government and thus results obtained will reflect true status of what influences performance and thus reliability of the findings of the research.

From the target population of 3000, the researcher used 353 as calculated by Yamane formula  $n = N / (1 + Ne^2)$  where “n” is the sample size, “N” is the population and “e” is the error margin, while taking confidence level of 95% (Israel, 1992; Yamane, 1967). As Iarossi (2006) notes, using proportionate allocation, the 353 respondents were proportionately distributed in the county government as outlined in Table 3.2 by simple random sampling, senior management, supervisory management and operational management from the county were selected from their respective positions. Simple random sampling gave each respondent an equal and independent chance of being part of the sample (Cohen et al., 2021).

### 3.5 Sample size

According to Hamed (2017), number of variables, population size and access are the key factors determining a sample size. Accordingly, this research used Yamane's (1967) sampling formula in determining the size of the sample.

$$n = \frac{N}{(1 + Ne^2)}$$

N - Population size

n - Sample size

e - Margin error

As per the formula, the sample size was calculated as follows:

$$\text{Sample size} = 3000 / (1 + 3000(0.05^2)) = 352.9411 \text{ translating to } 353$$

Distribution of target population and strata sample size for respondents was as per Table 3.2

**Table 3.2: Sampling Grid**

| Staff Level            | Percentage | Number of Participants |
|------------------------|------------|------------------------|
| Senior management      | 2.85%      | 10                     |
| Supervisory management | 40.51%     | 143                    |
| Operational management | 56.64%     | 200                    |
| Total respondents      | 100%       | 353                    |

### 3.6 Research Instruments

According to Cohen et al. (2021), in carrying out a research, a researcher should use methods which provide high accuracy, generalisability and explanatory power with minimum management demands with administrative convenience. Omariba (2023) note that: "the qualitative researcher uses multi-techniques for data collection in order to obtain holistic view of the researcher". Data was collected using two instruments namely; the questionnaire, interview schedule. The instruments supplemented each other to close the gap which might have been left if one instrument only was used

(Cohen et al., 2021). They state that optimal strategy was to use a variety of instruments. The researcher was guided by the study objectives in constructing these instruments.

### **3.6.1 Questionnaire**

Questionnaires were the main instrument for data collection in the study. Omariba (2023) asserted that, with a questionnaire, the respondents were free to express their views on issues without fear and also answer questions at their own pace. According to Kothari (2004), some of the merits of the questionnaire are; low cost, freedom from the interviewer's bias as answers are in respondents' own words and that it gives respondents adequate time to give well thought answers. These questionnaires were divided into two categories; those for supervisory management level and those for operational management level. The questionnaires use consisted a mixture of closed and open ended questions that suited the objectives of the study (Tinnerman, 2007). These questionnaires had three sections as Nkpa (1997) advises.

Biographical information, closed ended questions weighted on a Likert scale of 1-4 with questions on Strongly Agree, Agree, Disagree and Strongly Disagree and Open ended type of questions.

These questionnaires focused on core competency, ethical practices, employee participation and organizational performance. The questionnaires were developed to address specific objectives just as Orodho (2008) notes. This type of questions saved time, were direct in analysis and ensured that the discussants had a similar range of options to choose from, thus making coding more convenient on management in the aforementioned county.

### **3.6.2 Interview Schedule**

Cohen et.al. (2021) states that, interviews can be modified to fit needs of the situations, they can convey empathy build trust, collect rich data and provide a clear understanding of the respondents view. However, the researcher chose interview technique because they gave the researcher an opportunity for in-depth-data on performance ensuring high response rates and encouraged naturalness (Omariba, 2023). Thus, ensuring that more information was obtained just as noted by Cohen et al. (2021). These were for the senior management level.

### **3.7 Piloting**

A pilot test involved carrying out a preliminary test of tools and procedures of collecting data in order to establish whether there were any problems/errors and eliminating them, it revealed vague questions and unclear instructions, captured suggestions and comments that were important, and helped to improve on the efficiency of the data collection instruments. Results that were obtained from a pilot test allowed for modifications and adjustments to be done on both tools and procedures before the actual data collection was done (Mohamed, 2018). A pilot test can also be explained as an activity that helps the researcher to determine the flaws, weaknesses and limitations in data collection tools and procedures and therefore allows for necessary revisions before they are dispatched to the field for actual data collection (Kvale, 2017).

In this study, a pilot test was conducted to 35 participants in Murang'a County and results that were obtained was used in testing if the questionnaire was able to give reliable and valid data. As Cooper and Schilder (2018) asserts, the rule of thumb for pilot test sample is utmost 10% of the study sample size. This study selected 10% of the study sample size to be used for pilot test, hence the pilot test was within the recommendation. The pilot study was conducted using the same instrument that was administered to respondents during the main study. The question content, wording, sequence, lay out and instructions was checked, and feedback obtained was considered for the improvement of the questionnaire.

#### **3.7.1 Validity of the Instruments**

According to Omariba (2023), validity of a research instrument refers to the degree to which data analysis tool depicts the phenomenon studied. The study established the content and face validity. Content validity emphasize on the capability of the tool to adequately cover the area under study while face validity establishes the degree to which the real phenomenon and results of the instrument are similar. According to Jebb (2021), validity of an instruments is tested by conducting a pilot test and employing a pre-testing method. A pilot test was conducted whereby ten percent of the respondents received (35 respondents) the questionnaires and responded back.

Further, validity is the extent to which a test measures an intended hypothetical construct (Heale & Alison, 2015). The main concern of validity is establishing whether a measurement measures what they were intended to measure and accurately have data being representative (Mugenda & Mugenda, 2018). Content validity was applied in evaluating the extent to which data gathered using certain instruments represented a particular area or content of an actual concept (Kothari, 2017). Theories that inform major themes were reviewed to determine existence of construct validity. Opinion from experts were solicited to check on the validity of the questionnaire. Academicians and senior researchers are experts whose opinion were sought by sharing the document with them and their suggestions facilitated improvements in research instruments and enhanced face validity. The researcher also conducted literature review for the purpose of identifying concepts of relevance which enabled the researcher's identification of various dimensions and concepts that related to effect of participative management on performance of Murang'a county government.

#### **3.7.1.1 Construct Validity**

In this study, care was taken to construct the instruments based related on previous related studies and the theory reviewed. The study therefore positioned, established construct validity by looking at variables in the context of the effects of performance in county governments in Kenya.

Further, other measures were taken to ensure construct validity such as including the following statements on the questionnaire and interview schedule: 'All information provided will be highly confidential'. This was meant to instil confidence to the respondents gave reliable responses. During data analysis, questionnaires with excessively missing data were eliminated with a view of maintaining construct validity.

#### **3.7.1.2 Content Validity**

According to Cohen et al. (2021), content validity is a measure of the degree to which data collected using a particular instrument presents a specific content of a particular concept. To ensure content validity for the study, all the major independent variables necessary to validate the content of the study was identified in the existing literature and the theoretical framework reviewed. Moreover, to ensure a comprehensive

coverage of the content, mixed methodology was employed to explore the various facets of the performance in county governments in Kenya. To validate the test items, the questionnaires and interview schedule were submitted to the two supervisors who have experience on instrument design for verification. The essence of this process was to further ensure the clarity and accuracy, appropriateness as well as of the questionnaire in measuring the objectives of the study. The feedback received helped the researcher to delete items considered inappropriate. Further, biased, unclear and ambiguous items which were detected were accordingly modified in line with the objectives of the study.

### **3.7.2 Reliability of Instruments**

Reliability instrument relates to the instrument's replication capacity. This means that reliability of an instrument is said to be achieved if the results obtained on a variable is the same even after being administered a number of times. According to Miller (2015), reliability is the propensity towards consistency. Internal consistency measures how precisely measuring instruments were applied in the study. This study applied the use of Cronbach's alpha to measure internal consistency in determining reliability of research instrument and this was computed using SPSS. This method provided the measures of average for the items that were measurable and their correlations. According to Jooste and Fourie (2019), the value of Cronbach's Alpha should lie between 0 and 1. Hair et al (2018) indicated that an acceptable threshold value for Cronbach's alpha is 0.7 and above. The study therefore adopted 0.7 as the acceptable threshold value for reliability of the measures. A pilot study was conducted, and the scores obtained correlated using STATA.

### **3.8 Data Collection Procedures**

Data was collected through surveys and key informant interviews. A questionnaire was developed targeting employees of the County government. The survey questionnaire was developed based on established scales and relevant literature. Interviews discussions provided a deeper understanding of management experiences, opinions and perception. Data from the extensive consultation activities was primarily recorded through note taking. Where possible and after obtaining the requisite consent, and the interviews were translated and transcribed. Structured questionnaire contained

open and closed-ended questions; these questions bore multiple choices that required response through ticking against the appropriate options given (Wester et al., 2014). Structured questionnaires were deemed appropriate for this study owing to the fact that they increased the response rate since they made it easy for one to respond to the questionnaire. The structured questionnaire enabled efficiency in coding and data analysis. It also helped to prevent misconception of the idea of study by the respondents, and it facilitated evaluation of the views of respondent on research variables (Cooper & Schindler, 2018).

### **3.8.1 The Supervisory Management Questionnaire**

In collecting primary data from supervisory management level, structured questionnaires were used. Interval, ordinal and nominal questions was employed. Interval questions take into consideration the time factor while nominal items sought demographic information. Nominal questions refer to Yes or No questions. A Likert scale of four was used. According to Jebb (2021), a Likert scale refers to the maximum number of alternatives adopted in a study. A Likert scale of more than seven points increases the validity and reliability while that of less than four points decreases the psychometric properties.

### **3.8.2 The Operational Level Questionnaire**

In collecting primary data from operational level, structured questionnaires were used. Interval, ordinal and nominal questions was employed. Interval questions take into consideration the time factor while nominal items sought demographic information. Nominal questions refer to Yes or No questions. A Likert scale of four was used.

### **3.8.3 The Interview Schedule**

Semi structured interviews were used to collect data from senior management level. Document guide was also used to collect data from the respondents. Data from the extensive consultation activities was primarily recorded through note taking and audio recording. Where possible and after obtaining the requisite consent, the interviews were translated and transcribed.

### **3.9 Data Analysis and Presentation**

To achieve objective one, the researcher established core competencies in the organization this helped in identifying the effect of the core competencies on the organizational performance. To realize objective two, the researcher measured staff performance as an outcome variable using indicators such as time management, integrity, dedication and accountability.

To achieve the third objective, the researcher characterized employee preferences of employees' participation indicators to identify the measures that can improve participative management in the Murang'a County. The study used descriptive statistics for descriptive analysis and present the result using graphs, tables, figures and charts. It also used a four point Likert scale. For quantitative data analysis, the study used STATA 14 statistical package. Thematic analysis was employed in analysing the qualitative data.

### **3.10 Normality Test**

The study conducted normality test using histogram. These tests were conducted to confirm if the response variable is normally distributed. The researcher first ran a histogram to check whether the response variable is normally distributed. The exploration involves between firms and within firm analysis. Q-Q plot was employed to establish whether there exists outlier in the variable. The histogram and Q-Q plot shown in Figure 8 have an "S" shape showing that organizational performance has a normal or symmetrical distribution. This implied that the variable was good for further analysis.

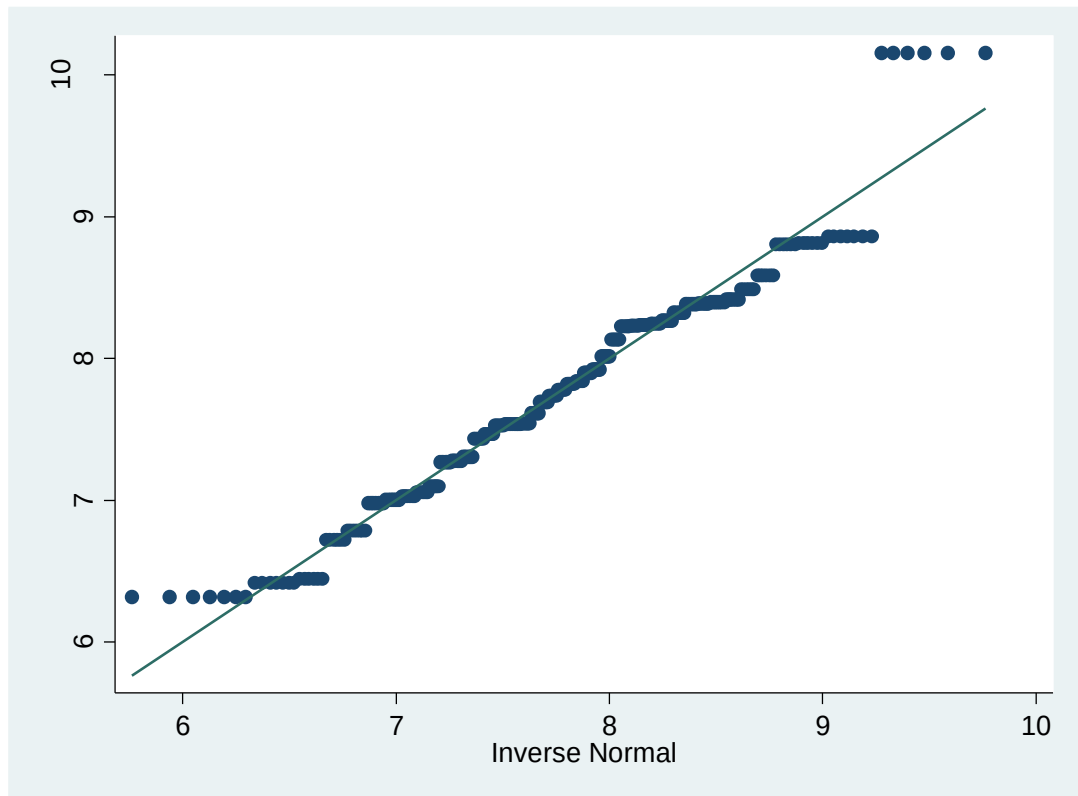


**Figure 3.1: Q-Q Plots**

### 3.11 Operationalization of Variables

**Table 3.3: Operationalization of Variables**

| Variables Type        | Variable                   | Specific Measure                                                                                     | Scale  |
|-----------------------|----------------------------|------------------------------------------------------------------------------------------------------|--------|
| Independent Variables | Core Competency            | Required knowledge<br>Professionalism<br>Self-development<br>Team work                               | Likert |
|                       | Ethical Practices          | Time management<br>Dedication<br>Accountability<br>Integrity                                         | Likert |
|                       | Employees Participation    | Staff involvement<br>Financial Decision Making<br>Access to information<br>Personnel Decision Making | Likert |
| Dependent variable    | Organizational Performance | Financial Performance<br>Budget absorption<br>Work Efficiency<br>Quality of Service                  | Likert |

### **3.12 Ethical Consideration**

Research ethics refers to beliefs and traditions concerning that which is right and wrong in the course of conducting a research (Schumacher and McMillan 2001). The research adhered to ethical standards by ensuring the researcher sought for authority before administering the data collection tools i.e., questionnaire and interview guide. Confidentiality of the respondents was adhered and the data collected was used only for research purposes. Further, the study involved respondents on voluntary participation only.

### **3.13 Chapter Summary**

The foregoing chapter covered the methodology of the study. The study employed descriptive research design. The descriptive research design enabled the study to provide insights on how and why participative management affects the performance of the Murang'a County Government as organization. The study used qualitative and quantitative approaches to ascertain the extent to which the Murang'a County Government has adopted participative management and evaluate its effect on organizational performance. This study consisted of three thousand employees from the County Executive and County Assembly as the target population. Quota and Stratified sampling techniques was used with the intention of ensuring that in the county, senior management, Supervisory management and operational management from the County Government had an equal and calculable opportunity of being selected for the study. In this study, a simple random sampling technique was used to select the sample size of senior management, Supervisory management and operational management from the Murang'a county government. Data was collected using two instruments namely; the questionnaire and interview schedule. In this study, a pilot test was conducted to 35 participants in Murang'a County and results that were obtained was used in testing if the questionnaire was able to give reliable and valid data. Data was collected through surveys and key informant interviews. For quantitative data analysis, the study used STATA 14 statistical package. Thematic analysis was employed in analysing the qualitative data. The study conducted normality test using histogram.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### 4.1 Introduction

The chapter provides a study of the data, conclusions, and findings about the impact of participatory management on the effectiveness of the Murang'a County Government. Trend analysis and descriptive statistics including those that quantify central tendency, dispersion, skewedness, and kurtosis were the subjects of exploratory data analysis.

#### 4.2 Results and Discussion of Demographic Information

##### 4.2.1 Response Rate

To collect quantitative data, the researcher distributed a total of three hundred and fifty-three questionnaires to the staff of Murang'a County Government according to figure 4.1. Three hundred (300) representing eighty-five per cent (85%) of the respondents filled the questionnaires. In collecting qualitative data, the researcher only interviewed 50% of the expected respondents. For analysis and reporting, a response rate of 50% is sufficient; a rate of 60% is good; and a rate of 70% or above is excellent (Mugenda & Mugenda 2003). The eighty-five per cent response rate is reliable and sufficient for study.

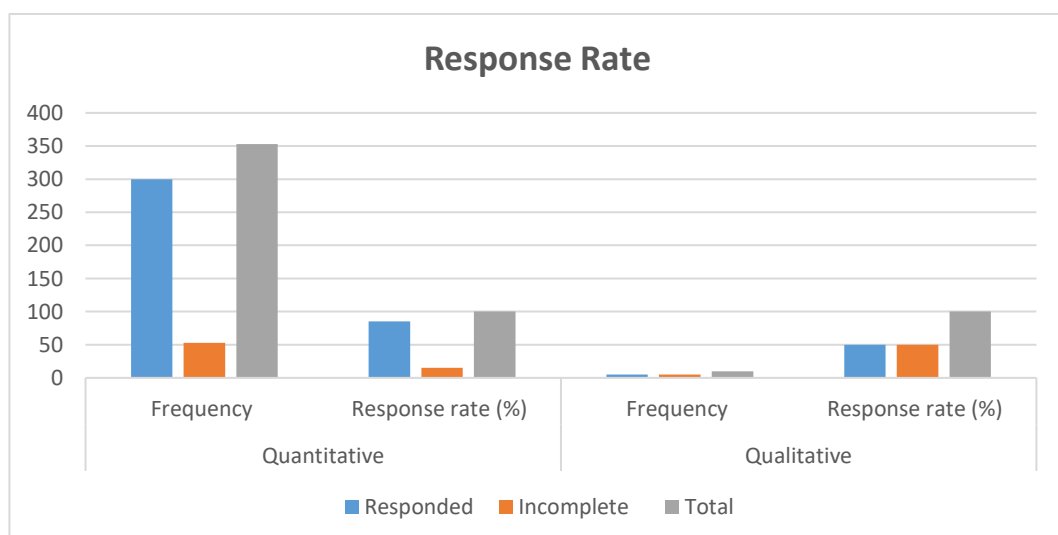


**Figure 4.1: Response Rate**

#### 4.2.2 Biographic Data

The biographic data gives a general summary of the study's sample size personnel.

##### Gender Distribution

The study's objective was to determine how different gender responded to the study questions. The results in figure 4.2 shows that only 20% of the respondents for interview were female. The bar graph further shows that 45% of respondents for quantitative data were female, whereas 55% of respondents were male. The fact that more over a third of the department heads are women suggests that the Murang'a County Government has put the two-thirds gender ratio into practice. According to Victoria (2018), the study was crucial in eliminating skewed and biased gender responses.

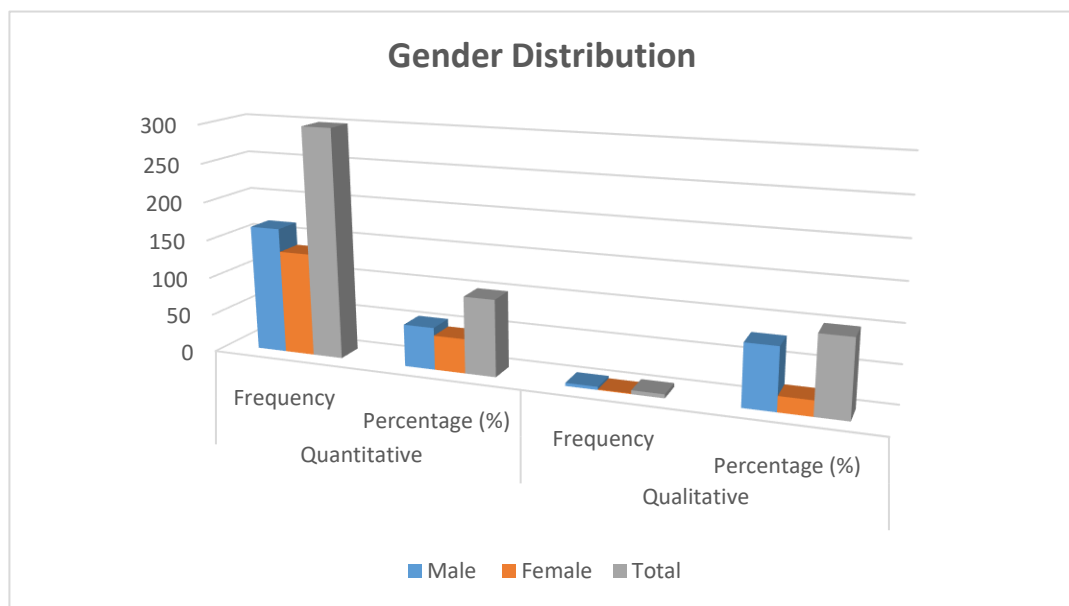


**Figure 4.2: Gender Distribution**

##### Age Distribution

The objective of the study was to determine how old the respondents were. The findings in figure 4.3 suggest that majority of the respondents for quantitative data were forty-six years and above at sixty-seven per cent (67%). The remaining thirty-three per cent (33%) accounts for respondents with forty-five years and below. The

respondents of the study there were majorly seniors with only fifteen per cent (15%) representing youth. For qualitative data all the respondents were between 36 and 55 years. This imply that Murang’a County rarely consider the youth for employment opportunities.

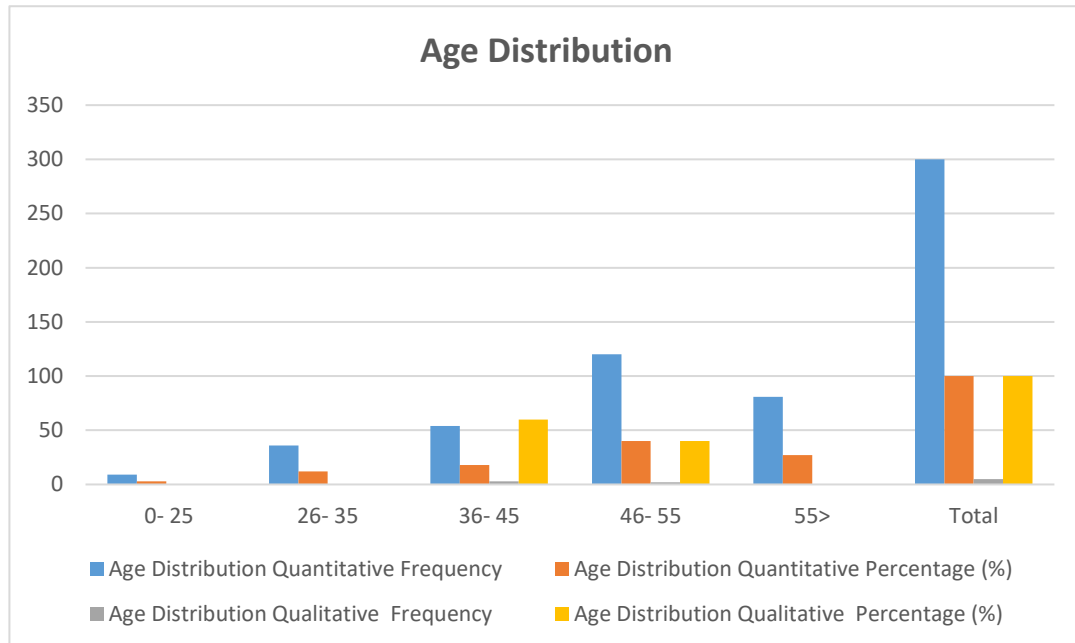


**Figure 4.3: Age Distribution**

### **Experience of the Respondents**

The question sought to find out the level of experience of the respondents. Questionnaire results in figure 4.4 indicate that one hundred and eleven (111) respondents had worked for Murang’a County for period of less than five years. This represent thirty-seven per cent (37%). Majority of the respondents had worked for the county for five years and above. The interview results however indicate that eighty per cent (80%) of the respondents had worked for Murang’a County for a period of over 5 years. The respondents' experiences were crucial to the study because they gave the researcher access to key data on participative management from officers with organizational memory.

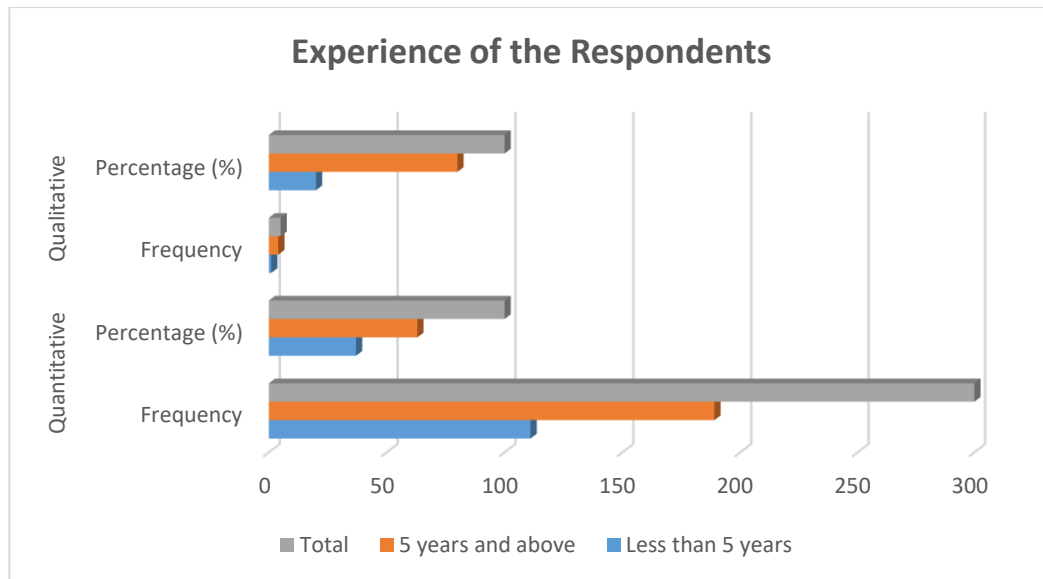


**Figure 4.4: Experience of the Respondents**

#### Academic Qualification

The study sought to find out the academic qualifications of the respondents. According to figure 4.5, Majority of the respondents are bachelor's degree holder at forty-seven percent (47%). Followed by master's degree holder at twenty-two per cent (22%), followed by diploma holders at seventeen per cent (17%). Coming forth are holders of doctor of philosophy at seven per cent (7%), then any others and certificate holders at four per cent (4%) and three per cent (3%) respectively at the bottom of the hierarchy. Other certificates include professional courses and higher diploma courses.

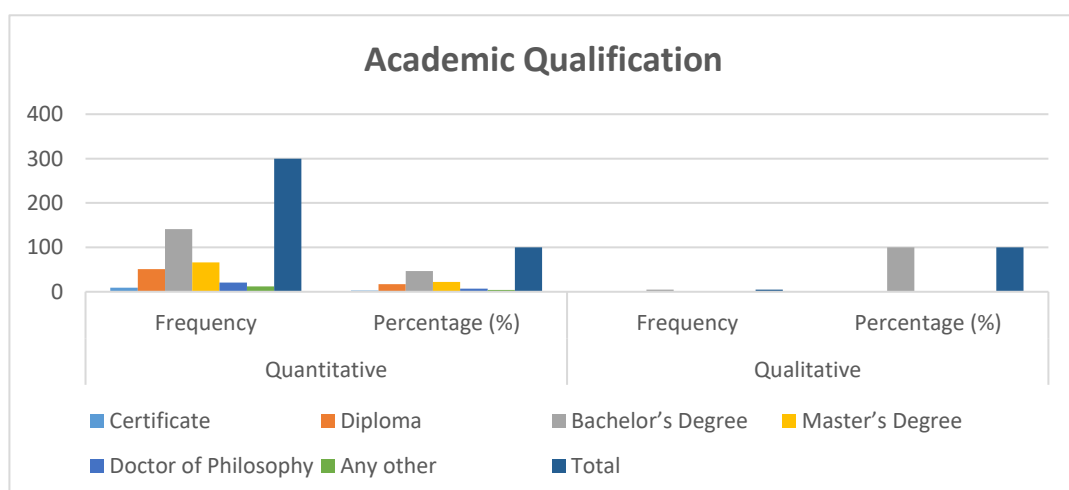


**Figure 4.5: Academic Qualifications**

## Management Level

The purpose of the study was to determine the respondents' managerial experience. Figure 4.6 demonstrates that forty two per cent (42%) of responders were strategic managers, thirty-six per cent (36%) of the respondents were at supervisory level of management whilst twenty-two per cent (22%) were at operational level of management.

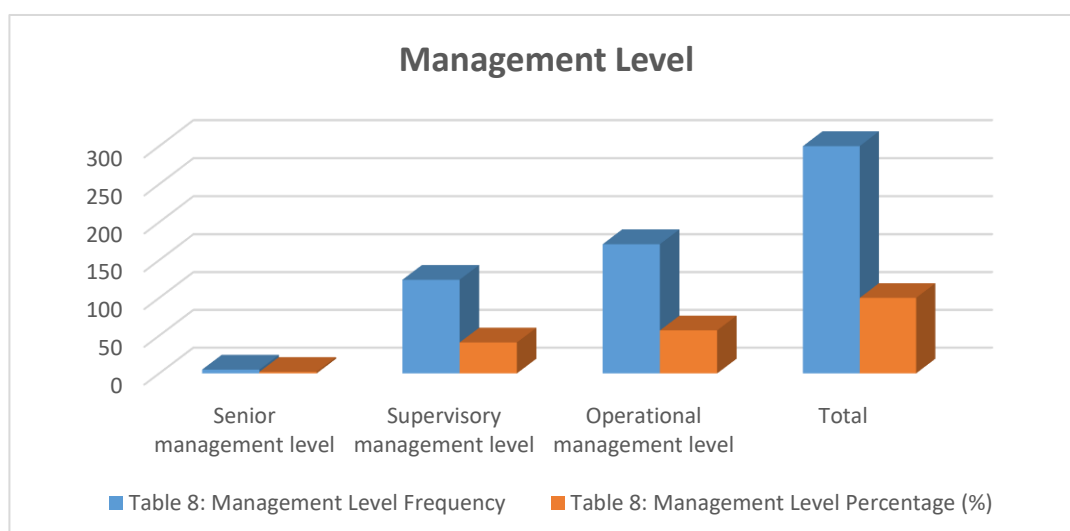


**Figure 4.6: Management Level**

## 4.3 Results and Discussions of the Main Findings

### 4.3.1 Core Competency and Organizational Performance

The goal was to ascertain how core competency affected Murang'a County Government performance as shown on Table 4.1.

**Table 4.1: Core Competency**

| Statement                                                         | % of agreement or disagreement |          |       |                |
|-------------------------------------------------------------------|--------------------------------|----------|-------|----------------|
|                                                                   | Strongly Disagree              | Disagree | Agree | Strongly Agree |
| Core competency affects performance of Murang'a County Government | 6                              | 9        | 36    | 49             |

|                                                                                              |   |    |    |    |
|----------------------------------------------------------------------------------------------|---|----|----|----|
| Murang'a County Government employees have the required knowledge to accomplish their work    | 5 | 11 | 44 | 40 |
| Murang'a County Government employees are registered members of various professional bodies   | 5 | 13 | 39 | 43 |
| Murang'a County Government employees engages in continuous professional development programs | 3 | 12 | 40 | 45 |
| Murang'a County Government employees are engaged in self-development programs                | 7 | 9  | 43 | 41 |
| Murang'a County Government employees values and embraces team work                           | 3 | 15 | 38 | 44 |

Table 4.1 enumerates the responses from the respondents which were arrived to by ticking the four-scale Likert. The Table shows that out of 100 respondents eighty-five per cent (85%) of the respondents agreed with the fact that core competency affects performance of Murang'a County Government with only fifteen per cent (15%)

asserting the contrary. Eighty-four per cent (84%) of the respondents' asserted that the County Government employees have the requisite knowledge to accomplish their work. This is very important as it gives confidence to the professionalism and knowledge ability of the staff of the county. Further, a majority of the respondents at eighty-two per cent (82%) confirmed that majority of county employees were active members of a number of professional organizations, including the Institution of Engineers in Kenya (IEK), Law Society of Kenya (LSK), Institute of Human Resource Management (IHRM), and Institute of Certified Public Accountants of Kenya (ICPAK). This is very critical in asserting the professionalism of the officers.

Further, eighty-five per cent (85%) confirmed that the county employees who were members of the said professional bodies were active members by engaging in various Continuous Professional Development (CPD) programs organized by their respective professional bodies. In addition to employees engaging in continuous professional development programs, the respondents also confirmed that employee also registered for personalized courses aimed at self-development such as advanced computer courses. Moreover, the respondents weighed on the concept of team work in the workplace. Eighty-two per cent (82%) of the respondents agreed that the county employees valued and embraced team work. Moreover, the interview questions were sampled to respondents and the results were as analysed below;

All the respondents unanimously agreed that core competency affected organizational performance. For instance, R4 revealed that the County Government employees were well endowed with knowledge and skills thus able to deliver high quality service to residents and achieve county strategic objectives. The second question was on whether the county employees had the requisite knowledge to carry out their tasks. R2 stated that most of the employees had the required skills to carry out the assigned tasks. R2 further added that the skills matched with their jobs. R4 rated employees' skills at 8 in a scale of 0 to 10. R4 noted that *"Yes they do. In a scale of 0 to 10 I can rate their skills at 8. Zero being the least and 10 being the highest."*

The research further sought to establish whether county employees were members of professional bodies. The respondents asserted that most employees were members of various professional bodies. According to the R5, approximately 85% of employees

were members of professional bodies. In addition, the study sought to assess whether county employees engaged in continuous professional development programmes. Majority of the respondents were in agreement however, R1 noted that *“I agree. A good number of them engage in continuous professional development. However, some of them are at their comfort zones and hence they do not engage themselves in professional development courses. Or should we say they are just lazy?”* Moreover, the interview sought to examine whether there was team work among the employees and the extent it was embraced. Four out of the five respondents agreed that team work was fairly embraced among the employees. However, R1 pointed out *“There is minimal team work. They only work as team when circumstances force them to.”* noting that there was minimal team work and employees only worked in teams when circumstances demanded.

Further, regression analysis results indicated the coefficient of core competency at 0.842417 with a p-value of 0.000. According to this finding, core competency was critical as far as the organizational performance was concerned. This was evident from the results of the findings. Since the P-value was less than 0.5, the study concluded that core competency had a positive and significant effect on organizational performance. A unit increase in core competency would lead to an increase of 84.24 per cent in organizational performance. The results of this study are consistent with that of Kaseya (2016).

The findings of this study concurs with (Kaseya, 2016) who studied factors influencing Nairobi County's success of public engagement in county governance in Kenya. The findings also concur with that of (Kuria, 2017) who investigated the impact of staff involvement on the performance of Kenya's healthcare facilities and concluded that core competencies had a substantial impact on organizational performance. The study concluded that core competency has a significant effect on organizational performance in Murang'a County Government.

#### **4.3.2 Ethical Practices and Organizational Performance**

The second objective of the study was to examine the impact of ethical practices on organizational performance in Murang'a County Government as shown on Table 4.2.

**Table 4.2: Ethical Practices**

|                                                                                               | <b>% of agreement or disagreement</b> |                 |              |                       |
|-----------------------------------------------------------------------------------------------|---------------------------------------|-----------------|--------------|-----------------------|
| <b>Statement</b>                                                                              | <b>Strongly Disagree</b>              | <b>Disagree</b> | <b>Agree</b> | <b>Strongly Agree</b> |
| Ethical practices affects performance of Murang'a County Government                           | 3                                     | 11              | 45           | 41                    |
| Integrity of employees has an effect on performance of Murang'a County Government             | 6                                     | 13              | 39           | 42                    |
| Murang'a County Government employees embrace and uphold integrity                             | 7                                     | 14              | 40           | 39                    |
| Dedication of the county employees has an impact on performance of Murang'a County Government | 5                                     | 12              | 38           | 45                    |
| Employees of Murang'a County Government are accountable                                       | 4                                     | 10              | 45           | 41                    |

Table 4.2 enumerates the responses from the respondents which were arrived to by ticking the four-scale Likert. The Table shows the responses of employees concerning the effect of ethical practices on performance of Murang'a County. Out of 100 respondents Eighty-six per cent (86%) of the respondents agreed that ethical practices such as integrity and time management affected performance of Murang'a County

Government. Whereas, fourteen per cent (14%) of the respondents disagreed. The study also looked into whether staff integrity affected how well the Murang'a County Government performed. Eighty-one percent (81%) of the respondents believed that the Murang'a County Government's performance was impacted by the employees' integrity. while nineteen per cent (19%) refuted.

The goal of the study further was to determine whether the employees of the Murang'a County Government accepted and upheld honesty. Out of 100 respondents, seventy-nine per cent (79%) established that county employees embraced integrity, whereas twenty-one per cent (21%) refuted. Moreover, the study sought to establish the dedication of the county employees and its importance on performance where eighty-three per cent (83%) of respondents confirmed that county employees were dedicated in their work. Furthermore, the researcher sought to determine whether the employees were accountable and eighty-six per cent (86%) of the respondents revealed that county employees were accountable while fourteen per cent (14%) disagreed.

In addition, there was an item on interview guide on whether ethical practices affected performance of employees and all the respondents were in agreement that ethical practices affected performance of employees. R3 revealed that when employees were encouraged to be ethical and were held accountable for their actions they are more likely to make decisions aligning to organizational values. R3 further stated that the management consistently developed ethical behaviour card which guided employees' behaviour. In addition, the research sought to confirm whether integrity affected performance of employees. R4 highlighted that employees with integrity have better relationship with other staff as they are perceived as trustworthy improving communication and decision making hence enhanced performance and productivity.

Moreover, the researcher assessed whether county employees upheld integrity. The respondents asserted that the county employees upheld integrity. Moreover, it was clearly observable that majority of the employees reported to work on time. The R2 however noted that sometimes they received complaints against employees on matters integrity. The researcher further explored whether employees were dedicated to their duties which was confirmed by most of the respondents. Further, majority of the employees were on their desks carrying out their duties during the working hours. R1

pointed out that majority were dedicated to their work and asserted that there was a positive relationship between dedication to duty and performance. For instance, R1 noted *“Majority are. We get reports on individual employees’ and I can tell you there is a direct relationship between dedication and performance. The more the employee is dedicated the positive his performance is rated.”* Additionally, the study sought to determine accountability of employees to their duties. All in unison were in agreement that employees were accountable to their duties. R5 further added that the County had a continuous reporting system on performances, challenges and recommendations on improving departmental service delivery. For instance, R5 responded that *“Yes, they are. Almost 100% accountable. There is continuous reporting on performances, challenges and suggestions on improving service deliveries across all departments.”*

Further, regression analysis results indicated that the P-value and coefficient of ethical practices are 0.0000 and 0.493985 respectively. The positive coefficient indicated that ethical practices positively affected organizational performance hence a unit increase in ethical practices would lead to an increase of 49.39 per cent in organizational performance. The study conclusion was consistent with that of Shimengah (2018).

The study findings concur with that of (Kuria, 2017) who conducted a study on the influence of employee participation on performance of the healthcare institutions in Kenya and concluded that ethical practices have significant effect on organizational performance. Wacera (2016) also had similar findings while looking into how citizen participation affects how Kenyan counties implement their budgets, with a particular emphasis on Nyandarua County, and that of Shimengah (2018) who studied the impact of strategic leadership techniques on the provision of services by Kenya's county governments whereby he concluded that ethical practices has a big impact on how well an organization performs. This supports the study's findings, which demonstrated that ethical practices has a big impact on how well organizations operate.

#### **4.3.3 Employee Participation and Organizational Performance**

The study sought to establish to what extent does employee participation influences performance at Murang’a County Government as shown on Table 4.3.

**Table 4.3: Employee Participation**

| <b>Statement</b>                                                                                | <b>% of agreement or disagreement</b> |                 |              |                       |
|-------------------------------------------------------------------------------------------------|---------------------------------------|-----------------|--------------|-----------------------|
|                                                                                                 | <b>Strongly Disagree</b>              | <b>Disagree</b> | <b>Agree</b> | <b>Strongly Agree</b> |
| Employees participation affects performance of Murang'a County Government                       | 4                                     | 10              | 45           | 41                    |
| Involvement of employees in management affects performance of the County Government             | 5                                     | 12              | 38           | 45                    |
| Employees of Murang'a County Government are involved in financial decision making               | 2                                     | 7               | 43           | 48                    |
| Employees of Murang'a County Government are involved in personnel decision making.              | 11                                    | 5               | 37           | 47                    |
| Employees have access to information in regards to the management of Murang'a County Government | 7                                     | 14              | 40           | 39                    |
| Consultation between the Employees and management affects performance of the County Government  | 6                                     | 13              | 39           | 42                    |

|                                                                                                       |   |    |    |    |
|-------------------------------------------------------------------------------------------------------|---|----|----|----|
| Adequate consultation is made before and after a major decision between the employees and management. | 3 | 11 | 45 | 41 |
|-------------------------------------------------------------------------------------------------------|---|----|----|----|

Table 4.3 enumerates the responses from the respondents which were arrived to by ticking the four-scale Likert.

Employee participation was considered critical to organizational performance. Out of 100 respondents, eighty-six per cent (86%) of the respondents revealed that employee participation affected the performance of Murang'a County while fourteen per cent (14%) disagreed that employee participation affected the performance of Murang'a County Government. An item in the questionnaire sought to establish employee involvement in management of the county which was also critical to the study. Eighty-three per cent (83%) of the respondents agreed with the fact that employee involvement in management was critical to performance and that the staff were involved in the management of the county, whereas seventeen per cent (17%) disagreed. Further, ninety-one per cent (91%) of the respondents' reported that the county employees were involved in financial decision making while eighty-four per cent (84%) confirmed that the employees of the county were involved in personnel decision making. This was imperative as it impacts how the employees were perceived in terms of decision making in the county. In addition, the study sought to determine whether the employees had access to information held by the management of the county. Out of 100 respondents, seventy-nine per cent (79%) of the respondents confirmed that they had access to information held by the County Management while twenty-one per cent (21%) reported that they do not have access to information held by the management. Further, an item in the questionnaire sought to establish consultation between the employees and management. Eighty-one per cent (81%) of the respondents revealed that consultation between the staff and management affects performance of the County Government whereas eighty-six per cent (86%) of the respondents revealed that adequate consultation was made before and after a major

decision between the employees and management. The study concluded that consultation was ranked high among factors that promote employee participation.

Additionally, an item on interview guide sought to establish whether employee involvement in decision making affect performance.

All the five respondents were in agreement that employee involvement positively affects organizational performance. R5 emphasized on the matter by stating that “*Yes, it does. Denying them an opportunity to air their opinion may lead to rebellion on decisions made.*” The researcher in addition sought to determine the extent to which the county employees were involved in financial decision making. The findings revealed that management were privy to financial decision making. R1 pointed out that employees were rarely involved and emphasized that financial decision making was a senior management function.

The study further sought to establish whether employees participated in personnel decision making. The findings established that employees had minimal participation in personnel decision making. R3 stated that employees only participated in personnel decision making by providing feedback and performance evaluation. For instance R3 noted “*Employees are given a chance to participate in personnel decision making on a limited number of ways such as providing feedback as job candidates, employee engagement surveys, and performance evaluation and employee representation. However, major personnel decision making such as hiring, promotions and terminations falls within the responsibility of management level.*” Further, the study established that major personnel decisions such as hiring, promotions and terminations lied within the senior management level. An item on the interview guide sought to establish whether information on management decisions were easily accessible by employees.

The respondents revealed that information on management decisions were easily accessible by employees. According to R3 the County had information dissemination channels in place for information transfer such as through regular communication, open door policies and employee representatives. Moreover, the researcher sought to establish whether consultation between management and employee affect

performance. According to the R<sup>2</sup>, consensus building between management and employees was a major ingredient to performance.

Further, regression analysis indicated a P-value and coefficient of 0.0000 and 0.428518 respectively. The positive coefficient indicated that employee participation positively affected organizational performance. The result further implied that a unit increase in employee participation would lead to an increase of 42.85 per cent in organizational performance. This result was consistent with that of Wacera (2016).

The researcher therefore concluded that employee participation had a significant effect on organizational performance. This finding concurs with Wacera (2016), which had similar conclusion while examining the Impact of Public Participation on Budget Implementation in Kenyan Counties, with a particular emphasis on Nyandarua County.

Moreover, the study sought to establish impact of organizational performance in Murang'a County Government as shown on Table 4.4.

**Table 4.4: Organizational Performance**

|                                                                             | <b>% of agreement or disagreement</b> |                 |              |                       |
|-----------------------------------------------------------------------------|---------------------------------------|-----------------|--------------|-----------------------|
| <b>Statement</b>                                                            | <b>Strongly Disagree</b>              | <b>Disagree</b> | <b>Agree</b> | <b>Strongly Agree</b> |
| Budget absorption rate affects performance of Murang'a County Government    | 5                                     | 12              | 38           | 45                    |
| County Government budget absorption rate is at favourable level             | 3                                     | 11              | 45           | 41                    |
| Employees work efficiency affects performance of Murang'a County Government | 11                                    | 5               | 39           | 42                    |

|                                                                              |   |    |    |    |
|------------------------------------------------------------------------------|---|----|----|----|
| Quality of service affects performance of Murang'a County Government         | 6 | 13 | 39 | 42 |
| Employees of the County Government are effective and efficient in their work | 2 | 7  | 43 | 48 |

Table 4.4 enumerates the responses from the respondents which were arrived to by ticking the four-scale Likert.

The study sought to establish factors that were critical to organizational performance which included budget absorption, work efficiency, quality of service delivered and effectiveness and efficiency of county Employee. Out of 100 respondents, Eighty-three per cent (83%) of the respondents agreed that budget absorption rate affected performance of the County Government and Eighty-six per cent (86%) of the respondents concurred that the County Government budget absorption rate was at favourable level. An item on the questionnaire sought to establish whether efficiency and quality of service affects performance of Murang'a County Government. Out of 100 respondents, Eighty-one per cent (81%) confirmed that work efficiency affected performance. Similarly, out of 100 respondents, Eighty-one per cent (81%) confirmed that quality of service affected performance of the county. Further, the study sought to establish whether County Government employees were effective and efficient. Out of 100 respondents, ninety-one per cent (91%) of the respondents confirmed that County Government employees were effective and efficient in their work. Further, an item on the interview guide sought to establish whether budget absorption rate affects performance.

The findings revealed that budget absorption rate had an effect on performance. According to the R2, a low budget absorption rate indicated decline in performance. For instance, R2 observed that *"Yes. The lower rate of budget absorption either indicates slowdown in performance since the needed services are not getting delivered or either the tools of work are not being provided."* The respondents were further asked to rate the County budget absorption rate. Out of the five respondents, all in

unison ranked the absorption rate slightly above average, whereas R2 stated that the recurrent and development expenditure were approximately at 100% and 52% respectively.

Additionally, the researcher examined whether efficiency affected employees' performance. Three out of five agreed that efficiency affected employees' performance to a larger extent. R5 emphasized that efficiency leads to increased productivity. R5 noted that *"Yes. Being well organized has led to maximum productivity."* The study further investigated whether quality of service offered by the institution affected employees' performance. R1 pointed out that quality of service offered determined whether an institution was performing or not. Further, the researcher sought to determine whether the employees were effective and efficient in their work. The respondents asserted this in positive. Further, the study established that efficient and effective staff were able to timely achieve personal and organizational goals.

Regression analysis results indicated R-squared of the study was 0.8985. This meant that 89.85 % changes in the response variable was measured by the predictor variables. A P-value of 0.0000 which was less than the significant value of 0.5 hence the null hypothesis was accepted. The P-value of less than 0.5 further implied that the regression model was statistically significant. The study also confirmed that on average, the level of organizational performance in the absence of the influence of independent variables such as core competency, ethical practices and employee participation was 0.7703167 holding other factors constant.

#### **4.4 Correlation Analysis**

The study also established whether the explanatory variables are highly correlated. According to Kumari (2008), this condition is known as multi- collinearity and is where the correlation between any pair of predictor variables should not exceed 0.8. Correlation matrix was employed to establish multi-collinearity. According to Table 4.5, all the explanatory variables had a correlation of less than 0.8 implying absence of multi-collinearity hence the independent variables were not dropped instead they were used.

**Table 4.5: Correlation of Variables**

|                        | <b>Core Competency</b> | <b>Ethical Practices</b> | <b>Employee Participation</b> |
|------------------------|------------------------|--------------------------|-------------------------------|
| Core Competency        | 1.0000                 |                          |                               |
| Ethical Practices      | 0.4444                 | 1.0000                   |                               |
|                        | 0.0000                 |                          |                               |
| Employee Participation | 0.5620                 | 0.5851                   | 1.0000                        |
|                        | 0.0000                 | 0.0000                   |                               |
| Performance            | 0.8281                 | 0.7199                   | 1.0000                        |
|                        | 0.0000                 | 0.0000                   |                               |

After exploratory tests and diagnostic tests were run the model was fitted as follows;

#### **Regression Co-efficient Results**

The general objective of the study was to determine the effect of participative management on the performance of Murang'a County government. The R-squared of the study is 0.8985. This meant that 89.85 % changes in the response variable was measured by the predictor variables. Table 4.6 showed a P-value of 0.0000 which was less than the significant value of 0.5 hence the null hypothesis was accepted. The P-value of less than 0.5 further implied that the regression model was statistically significant. The study also confirmed that on average, the level of organizational performance in the absence of the influence of independent variables such as core competency, ethical practices and employee participation was 0.7703167 holding other factors constant.

The first objective of the study was to determine the effect of core competency on organizational performance in Murang'a County Government. The results in Table 4.6 indicated the coefficient of core competency at 0.842417 with a p-value of 0.000. According to this finding, core competency was critical as far as the organizational performance was concerned. This was evident from the results of the findings. Since the P-value was less than 0.5, the study concluded that core competency had a positive and significant effect on organizational performance. A unit increase in core

competency would lead to an increase of 84.24 per cent in organizational performance. The results of this study are consistent with that of Kaseya (2016).

The second objective of the study was to examine the effect of ethical practices on organizational performance in Murang'a County Government. The results in Table 4.6 indicated that the P-value and coefficient of ethical practices are 0.0000 and 0.493985 respectively. The positive coefficient indicated that ethical practices positively affected organizational performance hence a unit increase in ethical practices would lead to an increase of 49.39 per cent in organizational performance. The study conclusion was consistent with that of Shimengah (2018).

The final objective of the study was to assess the effect of employee participation on organizational performance in Murang'a County Government. Table 4.6 presented a P-value and coefficient of 0.0000 and 0.428518 respectively. The positive coefficient indicated that employee participation positively affected organizational performance. The result further implied that a unit increase in employee participation would lead to an increase of 42.85 per cent in organizational performance. This result was consistent with that of Wacera (2016).

#### **4.5 Chapter Summary**

This Chapter dealt with data presentation, analysis and discussion. On response rate Three hundred (300) representing eighty-five per cent (85%) of the respondents filled the questionnaires. On qualitative data, the researcher only interviewed 50% of the expected respondents. Only 20% of the respondents for interview were female, further 45% of respondents for quantitative data were female, whereas 55% of respondents were male. Majority of the respondents for quantitative data were forty-six years and above at sixty-seven per cent (67%). The remaining thirty-three per cent (33%) accounts for respondents with forty-five years and below.

The main findings, on core competency and organizational performance out of 100 respondents eighty-five per cent (85%) of the respondents agreed with the fact that core competency affects performance of Murang'a County Government with only fifteen per cent (15%) asserting the contrary. While those interviewed all the respondents unanimously agreed that core competency affected organizational performance.

The second objective of the study was to examine the impact of ethical practices on organizational performance in Murang'a County Government. Out of 100 respondents Eighty-six per cent (86%) of the respondents agreed that ethical practices such as integrity and time management affected performance of Murang'a County Government. Whereas, fourteen per cent (14%) of the respondents disagreed. An item on interview guide on whether ethical practices affected performance of employees and all the respondents were in agreement that ethical practices affected performance of employees.

The study sought to establish to what extent does employee participation influences performance at Murang'a County Government. Out of 100 respondents, eighty-six per cent (86%) of the respondents revealed that employee participation affected the performance of Murang'a County while fourteen per cent (14%) disagreed. Additionally, an item on interview guide sought to establish whether employee involvement in decision making affect performance. All the five respondents were in agreement that employee involvement positively affects organizational performance. The study also established whether the explanatory variables are highly correlated, all the explanatory variables had a correlation of less than 0.8 implying absence of multi-collinearity hence the independent variables were not dropped instead they were used.

The study made the following conclusions;

- 1) Core competency had a positive and significant effect on organizational performance.
- 2) Ethical practices positively affected organizational performance.
- 3) Employee participation had a significant effect on organizational performance.

This led to a general conclusion of the study that participative management positively influences the performance of public organizations.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Summary**

The major research findings, discussions, conclusions, and recommendations are summarized in this chapter, along with the areas that still need to be investigated. Assessing the objective of participative management on the effectiveness of the Murang'a County Government was the study's main objective.

The main objective of the study was to assess the effect of participative management on the performance of Murang'a County Government. After descriptive statistics and exploratory data analysis were conducted, the regression model was fitted, this part presents the study's findings. The conclusions about how each of the three distinct objectives relates to one another (core competency, ethical practices and employee participation) and in this chapter, the performance of the Murang'a County Government was discussed and presented.

##### **5.1.1 Core Competency and Organizational Performance**

The first objective was however to determine the effect of core competency on the performance of Murang'a County Government. Core competency was measured using required knowledge, professionalism, self-development and team work. The respondents were put to task to confirm whether the county staff had the required knowledge to accomplish their work, whether the staff are registered members of various professional bodies, whether the county staff engages in continuous professional development programs, if the staff engages in self-development programs and if the staff values and embraces team work. The study found out that core competency has a positive and significant effect on performance of Murang'a County Government. The study therefore concluded that organizational performance was significantly affected by core competency.

##### **5.1.2 Ethical Practices and Organizational Performance**

The second objective of the study was to examine the impact of ethical practices on the performance of Murang'a County Government. Ethical practices were measured using time management, integrity, dedication and accountability. The emphasis was on whether ethical practices affect performance of Murang'a County Government and

whether integrity of employees has an effect on the performance of Murang'a County Government. Further, the respondents were put to task to confirm whether Murang'a County Government employees embraced and upheld integrity, whether dedication of the county employees had an impact on performance of Murang'a County Government. They were also tasked to confirm whether the staff of Murang'a County Government were accountable. The study concluded that ethical practices had a significant positive effect on the performance of Murang'a County Government.

### **5.1.3 Employee Participation and Organizational Performance**

The third objective of the study was to assess the effect of employee participation on the performance of Murang'a County Government. Employee participation was measured using staff involvement, financial decision making, access to information and personnel decision making. The respondents were put to task to confirm whether employee participation affects performance of Murang'a County Government, whether involvement of employees in management affects performance of the County Government and whether employees of the County Government were involved in financial decision making. The respondents were further asked whether employees of Murang'a County Government were involved in personnel decision making, whether employees had access to information in regards to the management of the County Government. In addition, the respondents were further tasked to confirm whether consultation between the employees and management affected performance of the County Government and whether adequate consultation is made before and after a major decision between the employees and management. The study found that employee involvement significantly improved the efficiency of the Murang'a County Government.

### **5.1.4 Implication of the Study**

The researcher concluded that efforts at the county level by administrators to domesticate and ratify the employees' participation policy were required. Additionally, a policy for implementation that would make sure the areas mentioned by the staff are completed accurately and on schedule was required. In order to ensure that everyone is included, it is also crucial that they develop precise criteria for how employees' participation should be handled.

## **5.2 Conclusion**

The study's conclusions were based on the summary of results from the diagnostic and descriptive tests listed in chapter four. The study's general conclusion was that Murang'a County Government performance is impacted by participative management. The study also concluded that Murang'a County Government performance is significantly impacted by core competency. This implied that failure by the County Government to employ staff with the requisite knowledge, staff who embrace team work, great professionals and staff who engaged in self-development will have an effect on the performance of Murang'a County Government.

The study further concluded that ethical practices had significant effect on the performance of Murang'a County Government therefore failure to embrace integrity, practice integrity, time management principles and work ethics such as dedication and accountability may affect the performance of the county negatively. In addition, the study concluded that employee participation has significant effect on the performance of Murang'a County Government. This implied that failure to involve staff in the operations of the county and in financial decision making can hinder the development of a county. Further, the county should allow staff to access to information and involve personnel in decision making in order for the success of the organization.

## **5.3 Recommendations**

### **5.3.1 Policy Recommendations**

The recommendations of the study were derived from the conclusions in the interest of enhancing participative management and the performance of the Murang'a County Government.

### **5.3.2 Core Competency**

The study revealed that core competency has a positive and a significant effect on performance. As a result, despite participation experts rather than politicians had to manage the business of Counties. To define the type of professionals required to serve in leadership roles at the county level, policies should be put in place. These leaders should not only possess the necessary professional skills but also adhere to moral standards that will encourage responsibility, honesty, and openness in county affairs. Counties should make an investment in effective communication technologies so that

personnel could keep up with the devolution's dynamism. Given the numerous changes that are imminent in the county environment, county officials should take special care to include staff in the planning and implementation phases. In order to better grasp the organizational environment, they should also continuously improve on their own personal competencies.

### **5.3.3 Ethical Practices**

It is clear from the research's findings that ethical practices are essential for County Governments' service delivery. According to the study, from a policy perspective, the county government should implement a change management process that will ensure that County Government employees are properly trained on the public officers' integrity and ethics. The study also recommends that the employees be enlightened on public officers' code of conduct.

### **5.3.4 Employee Participation**

In the quest to improve employee participation and attendance to participation, employee participation forums should be conducted during weekends. Murang'a County Government should intensify training among the employees' in order to ensure that their concerns are addressed by the County Government. Further, the study recommended internal audit departments to prepare continuous reports on employee involvement. The County should ensure that the participants are refunded sitting allowance and transport during participation. Finally, the organizers should notify participant early enough before the forum, more funds should be allocated to training and formulation of policy to guide employee participation.

### **5.3.5 Recommendation for Further Research**

The research has a gap in that other key elements other than employee participation should be taken into consideration by future scholars in order to open up the issue of citizenry involvement and service delivery. Further, similar study should be done in other county governments other than Murang'a County Government in order to increase the scope of the research. Finally, future researchers should consider researching on the relationship between employees' participation and service delivery in non-government organizations.

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## **APPENDICES**

## **Appendix 1: Introduction Letter**

**Joel Ngugi Kibugi**

**P.O. Box 75- 10200**

**Murang'a University of Technology,**

**MURANG'A.**

Dear Respondent,

RE: INTRODUCTION LETTER

I am a graduate student in public administration at Murang'a University of Technology (MUT). I am conducting study on how participatory management affects the effectiveness of performance of public organizations: a case of Murang'a County Government.

After finishing your coursework, you must conduct research on a topic of interest. Due to this, I'm asking for your assistance in completing the questionnaire that is included below. The study's findings will only be used for academic purposes, and the confidentiality of the information submitted will be strictly upheld.

I want to thank you in advance for your cooperation and eagerly forward your reply.

Yours Faithfully

Joel Ngugi Kibugi

## **Appendix 2: Questionnaire**

Dear Respondent,

I am a Post Graduate Student from Murang'a University of Technology. In order to fulfil the requirements of this degree Programme, I am carrying out a study entitled The Effect of Participative Management on Performance of Public Organizations; a case of Murang'a County Government.

I kindly seek your assistance in filling this questionnaire. The information and data provided will be confidential and intended for academic purposes only. Your responses to the questionnaire indicate your consent to participate in the study. Thank you in advance for your participation.

### SECTION I: BACKGROUND INFORMATION

Tick appropriately the boxes below using a four-point scale to assist in establishing the relationship between the two variables.

|     |                                                                                                                                                                                                                                                                                                       |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.1 | Gender of the staff:<br><br><div style="text-align: center;"><input type="checkbox"/> Male                      <input type="checkbox"/> Female</div>                                                                                                                                                 |
| 1.2 | Age bracket of the staff:<br><br><div style="text-align: center;"><input type="checkbox"/> 0 - 25 Years              <input type="checkbox"/> 26-35 Years<br/><input type="checkbox"/> 36-45Years              <input type="checkbox"/> 46-55 Years<br/><input type="checkbox"/> above 55 Years</div> |
| 1.3 | How long have you worked for the County Government of Murang'a?<br><br><div style="text-align: center;"><input type="checkbox"/> 0 - 5 Years              <input type="checkbox"/> above 5 Years</div>                                                                                                |
| 1.4 | What is your highest level of academic qualifications?<br><br><div style="text-align: center;"><input type="checkbox"/> Diploma Holder<br/><input type="checkbox"/> Bachelor's Degree Holder<br/><input type="checkbox"/> Master's Degree Holder<br/>Any other _____</div>                            |
| 1.5 | Level of management you belong to?<br><br><div style="text-align: center;"><input type="checkbox"/> Senior level of management<br/><input type="checkbox"/> Supervisory level of management<br/><input type="checkbox"/> Operational level of management</div>                                        |

## SECTION II: CORE COMPETENCY

Tick appropriately the boxes below using a four-point scale to assist in establishing the relationship between the two variables.

| SN  | Statement                           | Strongly Agree | Disagree | Agree | Strongly Agree |
|-----|-------------------------------------|----------------|----------|-------|----------------|
|     | Rank                                | 1              | 2        | 3     | 4              |
| 2.1 | Core competency affects performance |                |          |       |                |
| 2.2 | Murang'a County Government          |                |          |       |                |
| 2.3 | Murang'a County Government          |                |          |       |                |
| 2.4 | Murang'a County Government          |                |          |       |                |
| 2.5 | Murang'a County Government          |                |          |       |                |
| 2.6 | Murang'a County Government          |                |          |       |                |

### SECTION III: ETHICAL PRACTICES

Tick appropriately the boxes below using a four-point likert scale to assist in establishing the relationship between the two variables.

| SN  | Statement                                                              | Strongly Agree | Disagree | Agree | Strongly Agree |
|-----|------------------------------------------------------------------------|----------------|----------|-------|----------------|
|     | Rank                                                                   | 1              | 2        | 3     | 4              |
| 3.1 | Ethical practices affects performance of Murang'a County Government    |                |          |       |                |
| 3.2 | Integrity of employees has an effect on performance of Murang'a County |                |          |       |                |
| 3.3 | Murang'a County Government employees embrace and uphold                |                |          |       |                |
| 3.4 | Dedication of the county employees has an impact on performance of     |                |          |       |                |
| 3.5 | Employees of Murang'a County Government are                            |                |          |       |                |

#### SECTION IV: EMPLOYEES PARTICIPATION

Tick appropriately the boxes below using a four-point likert scale to assist in establishing the relationship between the two variables.

| SN  | Statement                                                                     | Strongly Agree | Disagree | Agree | Strongly Agree |
|-----|-------------------------------------------------------------------------------|----------------|----------|-------|----------------|
|     | Rank                                                                          | 1              | 2        | 3     | 4              |
| 4.1 | Employees participation affects performance of Murang'a County                |                |          |       |                |
| 4.2 | Involvement of employees in management affects performance of the County      |                |          |       |                |
| 4.3 | Employees of Murang'a County Government are involved in financial decision    |                |          |       |                |
| 4.4 | Employees of Murang'a County Government are involved in personnel             |                |          |       |                |
| 4.5 | Employees have access to information in regards to the management of Murang'a |                |          |       |                |
| 4.6 | Consultation between the Employees and management affects performance of the  |                |          |       |                |
| 4.7 | Adequate consultation is made before and after a major decision between the   |                |          |       |                |

### SECTION V: ORGANIZATIONAL PERFORMANCE

Tick appropriately the boxes below using a four-point likert scale to assist in establishing the relationship between the two variables.

| SN  | Statement                                                                    | Strongly Agree | Disagree | Agree | Strongly Agree |
|-----|------------------------------------------------------------------------------|----------------|----------|-------|----------------|
|     | Rank                                                                         | 1              | 2        | 3     | 4              |
| 5.1 | Budget absorption rate affects performance of Murang'a County                |                |          |       |                |
| 5.2 | County Government budget absorption rate is at favourable level              |                |          |       |                |
| 5.3 | Employees work efficiency affects performance of Murang'a                    |                |          |       |                |
| 5.4 | Quality of service affects performance of Murang'a County Government         |                |          |       |                |
| 5.5 | Employees of the County Government are effective and efficient in their work |                |          |       |                |

THANK YOU!

### **Appendix 3: Interview Guide**

Dear Respondent,

I am a Post Graduate Student from Murang'a University of Technology. In order to fulfil the requirements of this degree Programme, I am carrying out a study entitled The Effect of Participative Management on Performance of Public Organizations; a case of Murang'a County Government.

I kindly seek your assistance in responding to this interview. The information and data provided will be confidential and intended for academic purposes only. Your responses to the interview indicate your consent to participate in the study.

Thank you in advance for your participation.

Joel Kibugi

### **Background information**

At which age bracket do you fall in, below 25, between 26 and 35, between 36 and 45, between 46 and 55, or above 55?

What is your gender? Female, Male, Others [     ]

Approximately how many years have you been an employee of Murang'a County Government?

What is your level of academic qualification?

What are your day to day duties in this institution?

### **Core competency**

Does core competency affect performance of Murang'a County Government? At what degree does core competency affect/ does not affect performance?

Do employees have the required knowledge to carry out their tasks? Kindly rate their skills.

Are the institution employees' members of professional bodies? Every employee or what percentage?

Do you agree or disagree with the statement that the employees in this institution engage in continuous professional development?

Is there team work among the employees? To what extent is team work is embraced?

### **Ethical practices**

In your opinion does ethical practices affect performance of employees? To what extent does it affect or it does not affect?

In your opinion does integrity affect performance of employees? To what extent does it affect or it does not affect?

Does employee in this institution uphold integrity? To what extent is integrity upheld / not upheld by the employees?

Are employees dedicated on their duties? To what extent is dedication / lack of dedication to duties affecting the performance?

Are the employees accountable on their tasks? To what extent are they accountable / not accountable?

**Employees' participation**

Does involvement of employees in decision making affect performance? To which degree does it affect / not affect the performance?

To what extent are employees involved in financial decision making?

Do employees have an opportunity to participate in personnel decision making? To what extent?

Is information on management decisions easily accessible by employees?

Does consultation between management and employee affect performance? To what extent?

**Organizational performance**

Does budget absorption rate affect performance? To what extent does it affect or it does not affect?

How can you rate County Government budget absorption rate?

Does efficiency affect employees' performance? To what extent does it affect or it does not affect?

Does quality of service offered by the institution affect employees' performance? If it does to what extent? If it does not to what extent?

Are employees effective and efficient in their work? To which degree are they effective and efficient? To which degree are they not effective and efficient?

## Appendix 4: Letter of Approval from BPS



**MURANG'A UNIVERSITY OF TECHNOLOGY  
DIRECTORATE OF POSTGRADUATE STUDIES**

**P.O. BOX 75 - 10200, MURANG'A**

**Email: [bps@mut.ac.ke](mailto:bps@mut.ac.ke)**

**Ref: MUT/AP/PGS/19/2020 /VOL.1**

**Date: 27<sup>th</sup> February, 2023**

Mr. Joel Kibugi (BE /331/5370/2016)  
School of Education Humanities & Social Sciences,  
Murang'a University of Technology,  
P.O. Box 75-10,200  
Murang'a.

Dear Mr. Kibugi,

**RE: APPROVAL OF RESEARCH PROPOSAL AND SUPERVISORS**

I am pleased to inform you that the Directorate of Postgraduate Studies on 8<sup>th</sup> December 2022 considered and approved your Master of Public Administration research proposal entitled "*The effect if participative management on performance of public organizations: Murang'a County Government*" and appointed the following as supervisors:

1. **Dr. Nancy Githaiga - Murang'a University of Technology**
2. **Dr. Alice Omariba - Murang'a University of Technology**

You may now proceed with your data collection subject to obtaining research permit from NACOSTI, if required. You should also begin consulting your supervisors and submit through them quarterly progress reports to the Director Postgraduate Studies through your CoD and School Dean. Progress Report forms can be accessed in the University Website.

It is the policy and regulations of the University that you observe deadlines. The guidelines on Postgraduate supervision can be accessed in the post graduate Handbook.

Your responsibilities as a student will include, among others;

- i. Maintain regular consultation with your supervisor(s), at least once a month



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- ii. Submit quarterly reports on time, through your supervisors, CoD, Dean and to the Director of Postgraduate Studies;
- iii. Ensure quality work all through;
- iv. Present your research findings at 2-3 seminars/conferences prior to thesis examination.
- v. Publish two articles from your research findings in refereed journals prior to thesis examination.

For any further clarification please contact the undersigned.

Yours Sincerely,



**PROF. GEOFFREY MUCHIRI, PhD**  
**DIRECTOR, POSTGRADUATE STUDIES**

Cc Registrar (ASA)  
DEAN (SEHSS)



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## Appendix 5: NACOSTI Permit

|                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <br><b>REPUBLIC OF KENYA</b>                                                                                                                                                                                                                                                                                           | <br><b>NATIONAL COMMISSION FOR<br/>SCIENCE, TECHNOLOGY &amp; INNOVATION</b> |
| Ref No: <b>518075</b>                                                                                                                                                                                                                                                                                                                                                                                   | Date of Issue: <b>25/April/2023</b>                                                                                                                            |
| <b>RESEARCH LICENSE</b>                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                |
|                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                |
| <p>This is to Certify that Mr.. Joel Kibugi of Murang'a University of Technology, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Muranga on the topic: <b>THE EFFECT OF PARTICIPATIVE MANAGEMENT ON PERFORMANCE OF PUBLIC ORGANIZATIONS: MURANG'A COUNTY GOVERNMENT</b> for the period ending : <b>25/April/2024</b>.</p> |                                                                                                                                                                |
| License No: <b>NACOSTI/P/23/25268</b>                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                |
| <b>518075</b>                                                                                                                                                                                                                                                                                                                                                                                           |                                                                           |
| Applicant Identification Number                                                                                                                                                                                                                                                                                                                                                                         | Director General<br><b>NATIONAL COMMISSION FOR<br/>SCIENCE, TECHNOLOGY &amp;<br/>INNOVATION</b>                                                                |
|                                                                                                                                                                                                                                                                                                                                                                                                         | Verification QR Code                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                           |
| <p>NOTE: This is a computer generated License. To verify the authenticity of this document,<br/>Scan the QR Code using QR scanner application.</p>                                                                                                                                                                                                                                                      |                                                                                                                                                                |
| <b>See overleaf for conditions</b>                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                |

## **Appendix 6: Publications**

This thesis has produced the following publications;

Githaiga N., Kibugi J., Omariba A. (2023). The Effect of Core Competency on Performance of Murang'a County Government in Kenya: *Novelty Journals (Online): Issue-4, July-August (2023)*.

Githaiga N., Kibugi J., Omariba A. (2023). Impact of Ethical Practices on Performance of Murang'a County Government in Kenya: *European Modern Studies Journal (Online): Vol 7, No 4 (2023)*.