

Assessment Of Industrial Unrest Interventions Strategies On Organizational Performance: A Case Of Mumias Sugar Company

Simon Nyakwara*1, Gongera Enock George*2

1. PH.D candidate, School of Business & Public Management, Mount Kenya University
2. Professor, Co-operative University College of Kenya
E- Mail: Gongera george@gmail.com Tel: 0726115950

Abstract

Industrial labor unrest has for a long time been a major issue for most organizations all over the world. When employees within an organization persistently fail to realize their work goals and objectives in life that are tied to their work place, then they tend to develop negative attitudes towards their work and on the employer. This study sought to establish the influence of industrial intervention strategies on organizational performance. It specifically assessed at Mumias Sugar Company as this is one company that has had a notable decrease in industrial unrest cases in the last 5 years. The problem statement was that Industrial unrest intervention strategies have been known to counter cases of industrial unrest in organizations but their influence on organizational performance has not been measured and; exactly which intervention strategies work best for the organization as well as the employee. The purpose of the study was to assess the industrial unrest interventions on organizational performance. The objectives of the study were: To determine the causes of industrial unrest; to determine the impact of employee welfare facilities on the organizational performance; to examine the influence of working conditions on the organizational performance; to establish the influence of managerial policies on the organizational performance and; to establish the influence of industrial unrest intervention strategies used on organizational performance of Mumias Sugar Company. Research questions and hypothesis were formulated to guide the researcher. The Contagion of Industrial Conflict Theories were adopted for the study where the bargaining theory focuses on the interactions between professional negotiators for employers and employees; the mobilization theory focuses on the decisions of workers to participate in industrial conflict and; the comparative approach focuses on economic and social -political institutions. A conceptual framework was developed which guided the study in literature review and data collection. Related literature was reviewed and conclusions drawn and a gap identified. Causal-comparative research design was adopted for this study as the study sought to understand the causes of the industrial unrest in MSC. The study area was Mumias Sugar Company and the target population was 1938 at the time of the study. Morgan and Krejcie's formula for sample size determination was used to calculate the sample size of **321respondents**. The study employed purposive and simple random sampling techniques to select the respondents where there was 1 top level manager, 5 middle level managers and 309 respondents who participated in the study. The study used both quantitative and qualitative data from primary and secondary sources where questionnaires and interviews were used to collect primary data while document analysis was used to collect secondary data. The instruments were pilot tested and their validity and reliability verified. Data was collected, coded and entered into the SPSS program for analysis. Descriptive and inferential statistics were used to analyze data. The findings from the study indicated that the major forms of industrial unrest experienced by MSC were strikes and the main cause for this was un-compromise of terms and conditions of employment. The study concluded that industrial unrest intervention strategies employed at MSC did not only address the issue of unrest but also enhanced performance of the organization. The recommendations of the study were that organizations should address causes of unrest and formulate appropriate policies. These policies should target both the organization and the employee to enhance performance. The study also made suggestions for further studies.

Key Words: Industrial unrest intervention strategies, Organization performance, Mumias Sugar Company

1.0 Background to the Study

Human involvement with organizational frameworks through the provision of labor force is the result of organizational policies intended to impact organizational performance (Cull, 2008). However, these policies equally affect the labor force of an organization from all dimensions in that they can either lead to satisfaction or dissatisfaction of the human labor force (Beardwell et al 2004). Thus it is an established fact that human resource can be the deciding factor for an organization's performance and success (Moore & Attewell, 1991). Beardwell et al (2004) suggest that an organization can obtain meaningful and long lasting success through the correct handling of its human resources. On the other hand, Aubrey (2006) opines that organizational policies can be key determinants to the success and achievement of its employees' aspirations and goals in life and; when employees feel that their needs are not being adequately met, they tend to develop negative attitudes towards work and or

the organization they work for, and eventually industrial conflict or unrest (Lunenburg, 2011). This can have a long lasting impact on the performance of the organization.

Industrial or labor unrest has for a long time been a concern issue for most organizations all over the world (Aminul, 2011). When employees within an organization persistently fail to realize those goals and objectives in life that are tied to their work place, then they will tend to develop a negative attitude towards their work and or employer (Aubrey, 2006). This eventually leads to industrial or labor unrest. Industrial unrest in the US can be traced back to the 19th century especially between 1880 and 1900 where over 20,000 strikes and other forms of unrest were experienced (Conzen & Thale, 2005). Most notable was the 1886 Chicago industrial action where workers throughout Chicago and its suburbs took part in the nationwide movement for an eight-hour day with strikes, meetings, and parades in early to mid-1886 (Avrich, 1984). About 10 years later, in 1887, the US again experienced another nationwide labor unrest which was precipitated by a wage cut for workers on the Baltimore & Ohio Railroad, spread quickly to lines east of the Mississippi River and as far west as San Francisco (Schneirov, 1998). By the time it was over, over 100 people had lost their lives and property worth over 10million dollars had been destroyed. Several other strikes followed within the century such as the Homestead Steel Strike of 1892 and the Pullman Strike of 1894. However, in the 20th century, after the WWI, the US government experienced industrial unrest because it had cancelled its wartime contracts which resulted in the shut down of several businesses. This in turn led to unemployment in the labor market because most employees were laid off. The labor forces formed unions which resulted in a series of strikes and demonstrations. As a solution, most employers agreed to the workers' demands bringing back normalcy at the work place.

In the UK, between 1910 and 1914, Britain experienced a wave of industrial unrest. Wage cuts, poor working conditions, and rapid inflation (Schneirov, 1998). Between 1889 and 1910, the cost of food had risen by 10 per cent and the cost of coal 18 per cent, leaving the workers deprived and disgruntled. Various trade unions were formed and their membership increased in size and in 1911 there were major widespread strikes (Avrich, 1984). The most significant of these were in Liverpool, where a successful strike among sailors inspired a summer of strikes throughout the city's other industries (Avrich, 1984). During the strike, a peaceful demonstration turned into days of anarchy, which led to the slaying by soldiers of two workers. The strikes were otherwise largely successful after the workers were granted their demands through the various intervention mechanisms that were set by government (Smith, 1995).

In the recent past, especially during the advent of what most economists term as the industrial age, Africa experienced sporadic and spontaneous cases of industrial unrest (Nsowah, 2013). In Ghana, for example, Nsowah (2013) and Yaw (2013) argues that industrial action has been a major cause of economic set backs in the country dating back to the era of industrial advent. Yaw (2013) states that strike actions by workers started long before independence in Ghana. One of such major labour unrest that hit Ghana in the 70's was recorded in 1971 which took the form of two strikes. One was by timber workers against a timber concern which developed into riots that resulted in the shooting of three workers. The other one was a ten-day strike by railroad engineers and workers which led to Trade Unions Congress demanding that minimum wages be doubled (Yaw, 2013). Nsowah (2013) also notes that the famous strike embarked upon by the University Teachers Association of Ghana (UTAG) from 1994 to 1995 disrupted the academic calendar of universities and its attendance backlog of students. In South Africa, industrial unrest became apparent to the white settlers who had conquered the blacks in South Africa (Newman, 2012). During this colonial period, the whites owned most of the rich resources that were formally owned by blacks and the blacks were turned into workers on the white man's land where they earned meager wages (Tabata, 1973). Tabata (1973) states that over time, the disgruntled blacks formed groups where they would meet to discuss their plight after rejecting the Trade Union Council of South Africa (TUCSA). It is these groups that later led to the industrial revolution and finally struggle for freedom and independence where the white man had to create mechanisms that would satisfy the blacks while at the same time protect their interests as the employers (Newman, 2013). Twala (2012) argues that oppression, insufficient wages, poor working conditions and lack of avenues to air grievances have for a long time led to industrial unrest in South Africa, the major recent one being the Marikana Massacre of August 2012.

The history of industrial unrest in East African countries is relatively undocumented with only the most recent cases of industrial unrest receiving major attention both in the media and other economic forums. In Kenya, there have been spontaneous industrial unrest cases in the recent past, most notably in the early 21st century with most of these unrest cases involving employees and the government (Lukoye, 2003). Atwoli (2003) argues that most of the strikes and other forms of industrial action in Kenya has been mainly due to ineptitude by the government and other private sector employers. Atwoli (2003) further claims that most employees revert to strikes or other alternative forms of unrest to air their grievances over unfulfilled promises by employers. Mainly, Atwoli claims that most employers, especially the government, sign agreements with employees that their demands will be met

within the term the sitting government is in power. However, towards the end of the term or towards the general elections, most employees realize that the deals or agreements they entered into with the employer are yet to be met and it is likely that the coming government may not honor what it did not enter into with the employees. As such, Atwoli (2003) claims that most trade unions in Kenya opt to push the government to fulfill its promises before the general elections are held. Consequently, it is common to experience major industrial unrest cases before or immediately after general elections, all in an attempt to force the government to honor its pledges.

From the above, it is an established fact that industrial action arises as a result of dissatisfaction with issues such as poor wages, poor working conditions, unfavorable managerial policies as well as remuneration and rewards policies. Formation of welfare organizations and trade unions has also been found to be factors that can lead to either satisfaction or dissatisfaction amongst employees of an organization. As such, this study sought to assess the effects of the various industrial unrest intervention strategies employed by organizations so as to improve on organizational performance.

1.1 Statement of the Problem

Industrial unrest intervention strategies have been known to counter cases of industrial unrest in organizations but their influence on organizational performance has not been measured and; exactly which intervention strategies work best for the organization as well as the employee. Although studies have been conducted on the impact of various management practices on organizational performance (Karamura et al., 2008; Benin et al., 2011), limited information is available on the level of effectiveness of each intervention strategy as well as which combination of strategies is most effective in improving organizational performance. Most studies on industrial unrest have mainly concentrated on the effect of the number of interventions rather than the actual combination of interventions used on firm's performance. For example, a study by (Karamura, 2009) examined the effect of using different numbers of interventions on mitigating the effect of unrest. The study concluded that organizations using at least two interventions had a greater impact on mitigating unrest compared to other organizations using less than two interventions. However, the same study did not identify which specific combination of intervention strategies was used.

Due to rising population levels and increasing inflationary pressure, various sectors both economic and social in Kenya continue to experience persistently high levels of industrial unrest impacting on their respective sector performance. All sectors which have reported incidences of industrial unrest seem overwhelmed with their inability to deal with the problem. Despite Kenya's elaborate and well organized systems to deal with industrial unrest such as trade unions, most unrest prone sectors of the economy have not handled well the multidimensionality problem. For example the education sector which has one of the strongest unions in Kenya and the Kenya Internal Defense sector (The Police Force) has failed to resolve the issue of working conditions for over a decade now. It is well documented that interventions aimed at curbing industrial unrest do not yield the same outcome with regard to firm performance. Studies on industrial unrest have reported a performance variation of at least 60% when different industrial unrest intervention strategies are applied (ILO, 2012).

To the knowledge of the author no known study in Sub Saharan Africa or elsewhere has come up with information on the most productive combination of interventions. It is not clear from past studies which specific combinations of interventions have a higher performance effect on industrial unrest. From these past studies it is difficult to advise unrest prone sectors which of the most popular interventions they normally use would have the greatest impact on their firm returns. The first part of the study therefore sets out to investigate the effect of using different combinations of interventions and their impact on Mumias Sugar Company performance. In making the performance analysis to be complete the study will also look at perceived performance of the firm by the top management of MSC. Perceived performance of by top managers is important since it determines whether or not the management will adopt a given intervention strategy to enhance performance. The current study is unique in that it considers the performance of combinations interventions which is remarkably different from others such as (Karamura et al, 2009) where specific performance for single strategies were considered.

2.0 LITERATURE REVIEW

2.1 The Concept of Industrial Unrest and its Intervention Strategies

History of labor unrest is as old as history of industrialization. The history of the Industrial Revolution in England in late 18th century records the plight and struggle of working class people who were to work for long hours in an unhygienic environment for a low wage. They lived in shabby slums of Lancashire and London and were deprived of nutritious food, medicine and health care, education for their children. There were no day care Centre and women with children had to work in the factory keeping their children asleep with sleeping syrup. Frederick Engels (1996) comments, "in truth, they were not human beings; they were merely toiling machines in

the service of the few aristocrats who had guided history down to that time." Frederick further says, intellectually, they were dead; lived only for their petty, private interest, for their looms and gardens, and knew nothing of the mighty movement which, beyond their horizon, was sweeping through mankind". However, in course of time, government realized the importance of workforce and adopted intervention strategies through policies such as increasing wages, limiting working hours, providing trainings, establishing day care centers and schools for the children of the workers etc. and thus made an industrial revolution possible. Further, the establishment of ILO in 1919 provided a source of inspiration for the workers to organize themselves and shape their destiny.

In Africa, industrial unrest was mainly experienced through the revolution that ousted the white man from management of resources owned by the black and brought freedom and independence back to the blacks. However, cases of industrial unrest are rampant in most African nations, most taking a worse and organized form than it was during the fight for freedom and independence period. However, African governments have for a long time been innovating strategies to avert industrial unrest, with minimal success. It is against this backdrop that this study seeks to isolate the various industrial unrest intervention strategies that have been formulated by various organizations, some of which have successfully managed to avert industrial action in the host organizations while others have not.

2.1 Influence of Remuneration and Rewards Policy on the Organizational Performance

Filippo (2005) states that "human resource management (HRM) is the planning, organizing, directing and controlling of the procurement, development compensation, integration, maintenance and separation of human resources to the end that individual, organizational and societal objectives are accomplished." HRM strives to achieve organizational goals and the goals of employees through effective personnel programs policies and procedures. Successful performances of the personnel function can greatly enhance the bottom line of any organization. The personnel practitioners however are challenged more today than at any time in the history by a changing and more demanding labor force that has high expectation about the work place. At the same time, rapidly advancing technologies and outside influences are changing the nature of modern jobs. It is thus more critical and more difficult to maintain a work environment that motivates and satisfies human resources (Luthern, 1998).

According to Cascio (2003) "compensation which includes direct cash payment, and indirect payments in the form of employee benefits and incentives to motivate employees to strive for higher levels of productivity is a critical component of the employment relationship". He added that compensation is affected by forces as diverse as labor market factors, collective bargaining, government legislation and top management philosophy regarding pay and benefits". A good compensation package is a good motivator. Hence, the primary responsibility of the HR manager is to ensure that the company's employees are well paid. Other objectives of compensation include; to attract capable applicants; retain current employee so that they don't quit; motivate employees for better performance; reward desired behavior; ensure equity; control cost; and facilitate easy understanding by all i.e. employees operating manager and HR personnel (Strauss & Leonard, 1980).

According to Mills (1994) the following factors influence compensation: the organization's capacity to pay; prevailing pay and benefits in the industry; compensation in the industry and availability of special competent personnel; flexibility, i.e. kind of competencies and abilities in managers; performance/productivity/responsibilities of individual; organization philosophy such as to be leader or pay prevailing rates; qualifications and relevant experience; and stability of employment and advancement opportunities. Compensation literally means to counterbalance, offset, and to make up for. It implies an exchange. Mills (1994) argues that compensation translates into different meaning among countries and even overtime. He offers the following alternative

According to Robbins (1982), there are several prerequisites to the effective installation and operation of payment system: a.) It should be developed and introduced with the involvement of the workers concerned in a harmonious climate of industrial relations. b) Work-study precedes the installation of incentive programs. c) The wage structure should be rationalized on the basis of job evaluation before devising an incentive plan. d) The objective to be accomplished through incentives should be defined and accordingly, an attempt should be made to select a scheme, which is most suitable to accomplish them.

Social security system provides benefits such as provident fund, employees' state insurance (ESI) scheme, retrenchment compensation, employment injury compensation, maternity benefits, gratuity, pension, dependent allowance and contribution toward pension and gratuity claims. In addition, other facilities enjoyed by the

workers include medical and health care, restaurants, cooperative credit societies and consumer stores, company housing, house rent allowance. Recreational and cultural services, clubs, cash assistance. Some employers also provide education, transport facilities and conveyance allowance (Williams, 1998).

The remuneration strategy success is very much linked with corporate responsibility. Employers and designated managers should apply and realize useful objectives and targets that are linked to the workers pay and performance that implies effective performance management system connecting the achievement of workers group, department and individual objectives and targets in order to remuneration and bonus schemes. (Lockwood, 1994) The implantation of remuneration strategies for business organizations adheres to their corporate governance structure and provides a framework for implementing the strategies, policies and procedures that have their roots in the statement of business principles such as the way organizations do their business that will positively motivate employees to do better in work and perform beyond standards and expectations that are expected of them in the diverse workforce as of the present (Lockwood, 1994).

2.2 Effects of Employee Welfare Facilities on the Organizational Performance

Many organizations in Kenya are increasingly providing employee welfare services as a form of improving the productivity of employees at the workplace. The concept of employee welfare has been used by many organizations as a strategy of improving productivity of employees since work related problems can lead to poor quality of life for employees and a decline in performance (Manzini and Gwandure, 2011). Priti (2009) argues that the role of welfare activities is to promote economic development by increasing efficiency and productivity with the underlying principle being making workers give their loyal services ungrudgingly in genuine spirit of co-operation and the general well-being of the employee. Despite this, Mwiti (2007) points out that naturally, welfare services may not directly relate to an employee's job but the presence or absence of the services is notable through employee performance, attitude, high or low labor turnover. It is argued that, welfare services can be used to secure the labour force by providing proper human conditions of work and living through minimizing the hazardous effect on the life of the workers and their family members (Manzini and Gwandure, 2011). Welfare services may be provided for matters concerning employees in terms of supplementing the income of the workers by providing services such as housing, medical assistance, canteens and recreation facilities (Mishra and Manju (2007). Further, welfare facilities help in raising employees' standards of living. This makes workers to pay more attention towards work and thus increases their productivity and foster better industrial relations, help organizations' visibility and popularity (Priti, 2009).

The International Labour Organization (ILO) broadly classifies welfare services into two; intra-mural activities which are provided within the establishment such as latrines and urinals, drinking water, washing and bathing facilities, crèches, rest shelters and canteen, drinking water, arrangements for prevention of fatigue, health services including occupational safety, uniform and protective clothing and shift allowances. Extra-mural activities which are undertaken outside the establishment such as maternity benefits, social insurance measures like gratuity pension, provident fund and rehabilitation, physical fitness and efficiency, family planning and child welfare, education facilities, housing facilities, recreational facilities including sports, cultural activities, transport to and from the place of work (Manju and Mishra, 2007). They may also be divided into statutory and voluntary welfare services which comprise the legal provision in various pieces of labour legislation and activities which are undertaken by employees for their workers voluntarily respectively (Ankita, 2010).

2.3 Relationship between Employee Welfare Services and Performance

Roy, Jack, and Crank, (2007) argue that studies conducted in America have over the years examined employee stressors which have been found to be the inherent nature of employee work, shift of work and lack of support from administration and sometimes, poor appraisal mechanism which affects performance of employees. Armstrong (2006) notes that welfare services cannot increase individual productivity, but can help to minimize decreases. Kibet (2010) also observes that an employee's reputation can be used to provide security, peaceful environment for him/her to live and work in and stimulate social, economic and political development. Armstrong (2006) further asserts that employee welfare services increase the loyalty and motivation of employees. Provision of employee welfare services rests mainly on the aspect of the social responsibility of organizations since the workers' whole life centers on the employer.

Stevenson (2002) notes that compensation is a significant issue for the design of work systems and that it is important for organizations to develop suitable compensation plans for their employees in order to attract and hold competent employees. However, if they are too high, the increased costs may result in lower profits or force the organization to increase prices which might adversely affect the demand for the organization's services.

Most employees' performance in Kenya is inhibited by lack of well constructed and planned facilities to undertake their roles such as offices, housing, protective clothing, and equipment are rarely used especially when dealing with emergencies and other types of welfare services are in short supply or outdated in terms of the tooling and technological capacity which range from the 1960s and 1970s (Republic of Kenya, 2010).

However, Kibet (2010) argues that in some organizations, employees are worried of their nature of work and the resulting stress may arise from work and their concerns about security, money, health and relationships with others resulting in decreased productivity. It is against this backdrop that issues affecting the persons entrusted with the responsibility of enforcement of law and order in the country must be addressed through provision of welfare services in order to improve their performance.

2.4 Effects of Working Conditions on the Organizational Performance

Long ago since the advent of organizations, the concept of effectiveness has been considered as the basic purpose of various organizations. Organizational researchers, managers, and administrators, in an effort to improve the organizational effectiveness, developed the science of organizational behavior and human resource management. In an effort to improve organizational effectiveness, or in other words improve the behavior and attitude outcomes, organizations and managers have been trying to identify what is affecting on these variables and in a way manage them effectively.

The workplace environment plays a crucial role for the employees. Nowadays when employees have more working alternatives, the environment in workplace becomes a critical factor for accepting and/or keeping the jobs. The quality of environment in workplace may simply determine the level of employee's motivation, subsequent performance and productivity. How well employees get along with the organization influence the employee's error rate, level of innovation and collaboration with other employees, absenteeism and ultimately time period to stay in the job.

Although compensation package is one of the extrinsic motivation tool (Ryan and Deci, 2000) it has a limited short term effect on employees' performance. A widely accepted assumption is that better workplace environment motivates employees and produces better results. Office environment can be described in terms of physical and behavioral components. These components can further be divided in the form of different independent variables. An organization's physical environment and its design and layout can affect employee behavior in the workplace. Brill (1992) estimates that improvements in the physical design of the workplace may result in a 5-10 percent increase in employee productivity. Stallworth and Kleiner (1996) argue that increasingly an organization's physical layout is designed around employee needs in order to maximize productivity and satisfaction. They argue that innovative workplaces can be developed to encourage the sharing of information and networking regardless to job boundaries by allowing communication freely across departmental groups. Statt (1994) argues that the modern work physical environment is characterized by technology; computers and machines as well as general furniture and furnishings. To achieve high levels of employee productivity, organizations must ensure that the physical environment is conducive to organizational needs facilitating interaction and privacy, formality and informality, functionality and cross-disciplinarily. Consequently, the physical environment is a tool that can be leveraged both to improve business results (Mohr, 1996) and employee well-being (Huang, Robertson and Chang, 2004).

Ensuring adequate facilities are provided to employees is critical to generating greater employee commitment and productivity. The provision of inadequate equipment and adverse working conditions has been shown to affect employee commitment and intention to stay with the organization (Weiss, 1999; Wise, Darling-Hammond and Berry, 1987) as well as levels of job satisfaction and the perception of fairness of pay (Bockerman and Ilmakunnas, 2006). From a safety perspective, Gyekye (2006) indicates that environmental conditions affect employee safety perceptions which impact upon employee commitment.

Extensive scientific research conducted by Roelofsen (2002) has also yielded indications suggesting that improving working environment results in a reduction in a number of complaints and absenteeism and an increase in productivity. The indoor environment has the biggest effect on productivity in relation to job stress and job dissatisfaction. As suggested by Govindarajulu (2004), in the twenty-first century, businesses are taking a more strategic approach to environmental management to enhance their productivity through improving the performance level of the employees. It is evident in the research findings of Patterson et al., (2003) that the more satisfied workers are with their jobs the better the company is likely to perform in terms of subsequent profitability and particularly productivity. Sekar (2011) argues that the relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. The management that dictate how,

exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment.

2.5 Effects of Managerial Policies on the Organizational Performance

Even though steps have been made in identifying the HRM –performance relationship over the past decade or so, serious gaps in our knowledge still remain (Purcell et al., 2003). A key focus within human resource management research in the 1990s has been on the multivariate analysis of large-scale quantitative data sets to test the relationship between HRM policies and performance. Many of these studies were carried out in the manufacturing sectors or across the whole economy (Hoque, 1999), deploying different conceptual approaches. Guest (1997) and Wood (1999b) have respectively provided a good summary of the theoretical perspectives and empirical studies that have emerged in the field thus far.

Strategic synergy, fit and integration are the key concepts running through the human resource management theory in which one or more of the following fits are emphasized if the HR strategy that a firm adopts is to be effective. First, different human resource practices should be coherent and complement each other. Secondly, there should be a fit between the coherent sets of human resource practices and other systems within the organization. Thirdly, the human resource systems should be in line with the business or competitive strategy of the organization. And fourthly, the human resource system adopted by the organization should be compatible with its operating environment (Wood, 1999a). Despite the controversy of internal versus external ‘fit’, these models of human resource management suggest a symbiotic relationship between human resource strategy/policy/practice and performance. According to the HR strategy theorists (e.g. Salaman, 1992; Tyson, 1997), ‘the aims of the HR strategy process are typically concerned with devising ways of managing people which will assist in the achievement of organizational objectives. In addition, one can hope to see within the strategy-formation process the ‘official’ version of how senior management believes these policies, practices and philosophies will contribute to organisational performance’ (Tyson, 1997, p277). A predominant theme in the research on HRM and performance is the view that identifiable strategy types exist and that subscription to one leads to superior performance. A rational determinism underlies this perspective in which an explicit strategy choice should be made from which action steps can be carried out to achieve superior financial performance, although the possibility of two-way causation has been acknowledged, i.e. ‘that firm performance itself will give rise to a change (very often perceived as an improvement) in HRM practices’ (Pauwe and Richardson, 1997).

These three causal routes from HRM to performance provide a basis for determining ‘good’ or ‘high performance’ HRM practices (Patterson et al, 1997). Most of these claims are informed by empirical studies. For example, drawing upon data gathered from an intensive ongoing ten-year study of over a hundred small and medium-sized manufacturing enterprises in the UK, Patterson et al argue that ‘HRM practices can influence employee skills through the use of valid selection methods to hire appropriately skilled employees and through comprehensive training to develop current employees’ (Patterson et al, 1997, p13). Their research focuses on measuring the relationship over time between people management and other managerial inputs, and business performance outputs. They identified four areas of managerial practices which have traditionally been thought to influence company performance: business strategy, emphasis on quality, use of advanced manufacturing technology and R&D investment. Their findings ‘show decisively that people management practices have a powerful impact on performance. Whether performance is measured in terms of productivity - which might be expected to have a stronger link with the way in which companies manage their people - or profitability, in both cases the effect is substantial’.

Whilst the studies on HRM and performance have produced fruitful findings and brought about lively debates on the subject, there are still many issues which have yet to be solved. ‘Notably, there are still weaknesses stemming from the lack of appropriate theoretical frameworks, methodological omissions and inadequate attention being paid to practical implications for decision makers’ (Pauwe and Richardson, 1997, p257).

2.6 Multiple Industrial Unrest Intervention Strategies on Organizational Performance

2.6.1 Assessing Performance in Organizations

Schneider and Schmitt (1986) define performance criteria as ‘those behaviors and outcomes at work that competent observers can agree constitute necessary standards of excellence to be achieved in order for the individual and the organization to both accomplish their goals.’ A similar definition of performance is provided by Campbell et al. (1990) as indicative of the value attributed to particular behaviors by an organization that leads to the attainment of important organizational goals. Campbell et al. stress that performance is thus more than simply behavior, it is behavior imbued with significance and value by an organization because of what it leads to.

Performance occurs in the context of a job, position or role in an organization which they argue, can be differentiated from the outcomes of performance. Performance is not the consequence or result of the job behavior, but it is the act itself (e.g. preparing a tender document). The consequences of performance may not ultimately reflect the unique contributions of one particular employee (e.g. the tender document). Many factors influence performance outcomes, some of which are not under the control of the individual employee (e.g. lack of appropriate tools or resources, financial considerations).

The distinction between performance and performance outcomes may, in many respects, appear problematic since the act of performing may not necessarily be observable (e.g. information-processing and decision-making) and thus may only be evident in its effects. Campbell (1990) is adamant, however, that performance is a process of behaving that can be assessed independently of its outcomes, irrespective of whether it is directly observable. Thus, decision-making processes can be operationalized independently of the final decision and also the outcome of that decision. Campbell (1990) also differentiates performance from effectiveness and productivity. Effectiveness, he says, refers to an 'evaluation of the results of performance', whilst productivity is defined as 'the ratio of effectiveness to the cost of achieving that level of effectiveness'. These differences in definition illustrate the various difficulties inherent in assessing performance and performance outcomes in organizations, i.e. the criterion used to evaluate performance.

2.6.2 Individual Performance

Dipboye et al. (1994) reported that objective measures of performance/effectiveness are commonly regarded as the most useful, and the least contaminated by error. They cite examples such as a typist's typing speed (number of words typed per minute), a forester's speed of felling trees (number of trees felled per hour) and a salesperson's financial sales per unit time as examples of 'objective' outcome measures of performance.

In Information Technology led industries, there is now an increasing use of technology to collect objective individual-level performance outcome data routinely. For example, in the call-center industry, information can be collected on the amount of time a telephone agent spends at different stages of the calling process, e.g. time spent on the call itself, time spent writing up notes on the call, and time spent out of the system for breaks, etc. These data may be collected and collated by computer, are fed back to management and, via the appraisal process, to telephone agents themselves. It could be argued that the collection of such rich and complex data represents true assessment of the 'process' of performance, since an individual's behavior at each stage of the job task can be objectively assessed and built up into a picture of specific, as well as overall, performance (Brewerton and Millward, 2001).

Sales criteria are outcome measures with much appeal, but are again open to a number of contaminants. Sales success is a function of both individual skill and environmental factors, suggesting their unreliability as outcome measures. Because of this, it may be very difficult to compare sales achieved across individuals if external factors (e.g. geographical location – comparing sales representatives operating in London and the far south-west of England, for example) have a marked effect on the criterion (Brewerton and Millward, 2001).

Because of the problems outlined above as regards objective measures, organizations often rely heavily on appraisal *ratings* in order to assess the performance and effectiveness of their employees (Dipboye et al., 1994). However, these are inherently subjective measures and, as will be shown, are also open to a wide range of contaminants. Graphic rating scales represent the most common usage of ratings for supervisory or managerial appraisals.

Indeed, Crites (1969) reported that 60% of organizations used rating systems to assess individual employee effectiveness. For instance, there are a number of criteria that can be used to assess the effectiveness of a trainer. Each criterion (e.g. 'organization', 'knowledge', 'enthusiasm', etc.) may be rated by the appraiser according to the 5-point scale (which ranges from 'Poor' to 'Outstanding'). A number of significant drawbacks exist in the use of such graphic rating scales, which can undermine their objectivity, reliability, validity and ability to discriminate.

2.6.3 Linking Organizational Culture to Performance

The various issues surrounding the conceptualization and measurement of performance and effectiveness at the corporate or organizational level are well illustrated with reference to management, sociological and applied psychological research on organizational culture. Organizational culture has gained much management and research interest in the past 20 years. To some degree, this interest reflects contemporary workplace focuses on people and performance. Whilst managers are keen to address 'soft' people issues by introducing intervention programmes such as personal and career development, participative management, team-building, etc., these areas

may only be regarded as worthy of attention if they can be shown to make a significant and measurable difference to the performance of the organization itself. As a result, many organizational and management specialists have conducted research to address the question of the link between organizational culture and performance. It is widely agreed that organizational performance may manifest itself in a number of ways, dependent on the organization/industry of interest. These indicators have included: Staff turnover; Staff absenteeism; Volume of sales/product; Profit; Market share; and Return on investment (Deal and Kennedy, 1982; Peters and Waterman, 1982).

Ernest argued that there is no single cultural 'type' which leads to success, but organizational plans are often ineffective because of the incompatibility of those plans with organizational culture(s). Many studies undertaken in the 1970s and early 1980s were keen to develop taxonomies of culture 'types' to describe the components present within companies in the hope of linking those components with organizational outcomes such as performance. Harrison (1972), Deal and Kennedy (1982) and Schein (1985) all produced interesting accounts of culture types, with appealing descriptions of the types of behavior associated with each:

Marcoulides and Heck (1993), for example, examined a number of elements of over 30 US organizations' cultures, including product and service organizations of various sizes, resource types (capital or labor intensive), from both public and private sectors. They found that, when taken together, the cultural dimensions listed below measured at organizational level could predict over 50% of the following performance indicators: Volume (gross revenue: product value); Share (extent of penetration into potential customer base); Profit (revenue: costs); and Return (profit: assets and equity invested).

The cultural dimensions together predicting these elements of performance included: Propriety of criteria for, and distribution of, remuneration; Managers taking an interest in Measuring Performance at Organizational Level

2.7 Perceptions of Corporate Performance

Various writers (Dess et al, 1987) found that perceptions of corporate performance by top management teams are highly correlated with actual financial performance data. This suggests that it may be possible to obtain subjective perceptual data on corporate effectiveness with some confidence, if this information can be obtained from a trusted and reliable source (e.g. senior management).

Kaplan and Norton, 1996) emphasized the importance of performance at the organizational level. Such approaches adopts variety of measures, including 'bottom-line' indicators such as return on investment or market share, as well as more subjective criteria such as perceptions of customers/shareholders of service quality, employee views of the culture of the company and ratings of the effectiveness of organizational processes, being used *in combination* to provide a broad overview of organizational effectiveness. Of course, the breadth of such an approach should in no way detract from the rigor required to assess the utility of available criteria. Once again, the researcher must remain vigilant for evidence of objectivity, reliability, validity and ability to discriminate fairly in criteria obtained within a balanced scorecard framework.

2.8 Summary

Industrial unrest has been a major issue of concern both in the developed and developing countries since the era of industrial revolution. In most African countries, Industrial Unrest was mainly experienced in areas where the whites had employed blacks but the working conditions were intolerable. As such, the blacks revolted severally against the white man in an attempt to either oust him or compel him to improve his working conditions.

In modern society, industrial unrest has been necessitated by factors such as poor pay, poor working conditions, biased or unfavorable policies among others. This has negatively impacted performance in organizations which have failed to address the above causes. However, on the other hand, the hard economic times pose challenges to both employer and employee in that the employer operates within a tight budget and therefore meet all the employees' needs as required. On the other hand, the employee expects the employer to work towards fulfilling his/her financial needs since all his/her productive time is dedicated to the employer.

To strike a balance, both parties have to find ways of solving the problems. It is against this backdrop that the employer creates avenues for the employee to express his/her feelings so as to understand him/her and seek solutions for the pending problems. Similarly, the employee will seek to understand the employer and seek other possible solutions to the challenges he/she is facing.

Employers, given the challenges they face and their inability to adequately address them, have settled for a more amicable way of handling the pending problems whilst enhancing satisfaction and motivating the employee. Through the formulation of policies such as medical, education, housing, social and training, the employer tries to satisfy most of the needs of the employee for the gains of both parties. On the other hand, the freedom to form facilities such as SACCOs and benevolent funds gives the employee an alternative to satisfy the needs which the employer may not be in a position to instantly satisfy hence minimizing cases of dissatisfaction and industrial unrest in organizations.

2.9 Knowledge Gap

From the literature reviewed, it has been established that industrial unrest is as a result of dissatisfaction from the employee towards the employer. The employer, on the other hand, to minimize cases of dissatisfaction, has come up with various policies and solutions to reverse the dissatisfaction. While studies have indicated that these solutions in form of policies or short term declarations have effectively managed to avert industrial unrest, the effect of the combination of these industrial unrest intervention strategies has not been evaluated to establish the extent to which they are effective in averting industrial unrest. Further, their long term effect on performance for both the employee and the organization has not been established. Consequently, this study identifies this as a gap and seeks to establish the influence of the industrial unrest intervention strategies on organizational performance. This gap will be useful to stakeholders of organizations that face industrial unrest challenges hence performing poorly. It will help policy designers to correctly identify the best strategy that works for the good of both the employee and the organization and not any one of them.

3.0 Research Methodology

3.1 Research Design

Causal- Comparative research design originated in the early 20th century as evidenced by Good at el (1935) and Kerlinger (1973) described this type of research ex post facto research but later (1986) dropped the term ex post facto and adopted the term causal-comparative research design. This type of research attempts to determine reasons, or causes, for the current status of the phenomena under study and the related effects (Fraenkel & Wallen, (1996) and Gay, (1996)). The weakness of this type of research is that the cause under study usually occurs before hand and the researcher has no control over it. On the other hand, Cohen and Rosenblatt (2011) argue that the main disadvantage of causal-comparative research design is that the researcher has to play different roles such collaborator, trainer, respondent group facilitator among others in order to minimize conflicts of interest among the stakeholders who may also be the respondents. However, the significance of this type of research is that it uncovers relationships to be assessed; it is used to establish cause-effect when experimental design is not possible and; it is less expensive and less time consuming than experimental research (Gay et al., 2006). Likewise, Gall, Gall & Borg (2007); Johnson and Onwuegbuzie (2004); Ratnesar & Mackenzie (2006) and Atkinson & Delamont (2006) explains that the advantages of causal-comparative research design include its practical orientation, ability to reveal whether work relation policies work or do not work, can explain underlying logic behind policy implementation and that it can improve policy effectiveness.

This study will adopt the causal-comparative research design as it will prepare proper framework within which the research work will be carried out. It will also provide a framework for drawing conclusions and making of recommendations based on the data collected and analyzed. Weiss (1998) states that this type of research design allows a systematic assessment of the operation and/or the outcomes of processes, compared to a set of explicit or implicit standards, as means of contributing to the improvement of policies affecting employees.

The target population for the study was the union able and non-union sable employees within Mumias Sugar Company who were 1938 at the time of the study. The employees of Mumias Sugar Company Ltd are divided into three strata i.e. Top level which comprises of top level managers, Middle level which comprise of section and departmental heads and Lower level which includes all other employees who work for Mumias Sugar Company. The following table shows the target population and its distribution according to the levels of management.

Table 1: Target Population and its distribution according to strata

Employee Category	Population size
Top level	9
Middle level	28
Lower level	1901
Total	1938

3.2 Sample Size and Sample Selection

The study's total population size was 1938, which comprised of 9 top level managers, 28 middle level section and departmental heads and 1901 permanent, contract and casual employees.

3.3 Sample Size

The Morgan and Krejcie (1970) formula for sample size determination was used to calculate the sample size used for the study as shown.

$$S = \frac{x^2 n(1-p)}{d^2(n-1) + x^2 p(1-p)}$$

Where:

s = required sample size.

x^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

n = the population size.

p = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05)

Hence:

$$s = \{(3.841)^2(1938)(1-0.50)\} / \{(0.05)^2(1938-1) + (3.841)^2(0.05)(1-0.50)\}$$

$$s = \{(14.7533)(1938)(0.5)\} / \{(0.0025)(1937) + (14.7533)(0.025)\}$$

$$s = (14295.9477) / \{(43.8425) + 0.3688325\}$$

$$s = (14295.9477) / (44.53566713)$$

$$s = 320.999813$$

$$s \approx 321 \text{ respondents}$$

Hence the sample size was 321 respondents.

To identify the number of respondents per strata/category that participated in the study, the proportion of representations out of the total population size was used. Table 2 below presents the proportions of representation in percentages.

Table 2: Sample size distribution per category

Employee Category	Population size	Percentage of Total Population (%)	Sample Size
Top level	9	0.47	2
Middle level	28	1.44	5
Lower level	1901	98.09	314
Total	1938	100.00	321

Hence, 2 top level managers participated in the study, 5 middle level employees participated in the study while 314 respondents from the lower level category participated in the study.

3.4 Sample Selection Procedure

The study employed purposive and simple random sampling techniques to select the respondents. Purposive sampling technique was used to select respondents from the top level strata while simple random sampling was used to select the samples from the middle and lower levels of management. Table 3 below illustrates this.

Table 3: Sampling Procedures

Employee Category	Population size	Sample Size	Sampling Procedure
Top level	9	2	Purposive
Middle level	28	5	Simple Random Sampling
Lower level	1901	314	Simple Random Sampling
Total	1938	321	-

3.5 Research Instruments

The study used both quantitative and qualitative data from primary and secondary sources. Creswell (2003); Mugenda and Mugenda (2003) and Sambili (2000) refers to the use of both qualitative and quantitative data collection methods as mixed and observes that it employs strategies of inquiry that involve collection of data either simultaneously or sequentially to best understand research problems hence improving instrument validity because the strengths of one approach can compensate for the others weaknesses. Greene et al (2002) has noted that there are five major reasons for conducting mixed method research: (a) triangulation, (b) complementarity (c) initiation (d) development and (e) expansion. As such, the study adopted the mixed approach.

According to Yin (2003) and Toulitos and Compton (1988), evaluating views, opinions, perceptions, feelings and attitudes of individuals can best be done by use questionnaires and interviews. Interviews are used to make an in-depth analysis of the current state of affairs as a result of policy implementation and as such were used to complement the questionnaires. The study administered questionnaires which were both closed-ended and open-ended to the respondents to capture both qualitative and quantitative data. By administering the questionnaires to the section heads and other heads of departments of Mumias Sugar Company Ltd, the study sought to inquire about the current state of implementation of policies which has led to minimal industrial unrest within Mumias Sugar Company Ltd. An Interview schedule was administered to 2 of the top level managers so as to get an in-depth view of the mitigation measures that the top level management and directors have strategically put in place so as to minimize labor unrest. Both questionnaires and interview schedules were administered to the middle level category of employees while only questionnaires were administered to the lower level category of employees.

3.6 Validity of Research Instruments

Validity is the accuracy and meaningfulness of inferences which are based on the research results (Mugenda and Mugenda, 2003). The study utilized a content validation measure to determine the validity of the research instruments. In this work, two study supervisors from School of Business and Economics: departments of business administration and postgraduate studies assessed the validity of the research instruments that were used during the study. The advantage of using content validation measure is that it is usually subjective, thorough and representative of the wider body of material that the research is trying to assess. In order to establish content validity for key quantitative questions in the data collection instrument, results from the ratings were computed using the following formula.

$$CVI^* = \left\{ \frac{\text{Number of items rated as relevant (per objective)}}{\text{Total number of items in the questionnaire}} * 100\% \right\}$$

*CVI** - Content Validity Index

The end product gave the content validity of the research instrument. Touliatos and Compton (1988) argue that if the CVI is more than 50% then the instrument is valid and if the CVI is less than 50%, then the instrument is not valid. From this study, various CVI were calculated and found to be above 68%, implying that the instruments were valid. Qualitative validity of instruments was ensured by processing data into manageable proportions through editing, coding, and tabulation methods. Data collected was checked while still in the field to ensure that all questions were answered and any errors identified were removed.

3.7 Reliability of Research Instruments

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. Mugenda and Mugenda (2003) alludes that reliability in research is influenced by random error. As random error increases, reliability decreases. Leary (2004) explained although all measures contain error, the more reliable the method or instrument, the less likely it is that these influences will affect the accuracy of the measurement.

Test – retest technique will be used to determine the reliability of the research instruments to be used by the study as opposed to other reliability measurement methods like; split half technique and interpreter reliability. The interval of time between administrations should be considered with this form of reliability because test-retest correlations tend to decrease as the time interval increases (Robson, 2002). It was therefore before hand anticipated that an interval period of three weeks would increase the correlation value as opposed to a longer period of time. Cronbach's Alpha coefficient was used to calculate inter-item reliability. According to Creswell (2008), a higher and positive reliability coefficient implies that there is a high degree of reliability of the instrument. The following formula was used to calculate Cronbach's Alpha Coefficient.

$$\alpha_{Standardized} = \frac{K\bar{r}}{(1+(K-1)\bar{r})}$$

Where K is the total number of items in the instrument and \bar{r} is the mean of the $K(K-1)/2$ non-redundant correlation coefficients (i.e., the mean of an upper triangular, or lower triangular, correlation matrix).

3.8 Pilot Testing of Instruments

The study first constructed the research instruments which were pre-tested first to make appropriate modifications before embarking on the main study. The pilot study was conducted in one of the Sugar Companies within the Western Sugar belt, Nzioa Sugar Company. During piloting, the study familiarized itself with the nature of expected respondents during the main study. The pilot study was conducted in two phases, two to three weeks apart after correcting some of the issues found to be of concern among the tools used.

Due diligence was taken to ensure that the questions asked in the questionnaires and interview schedules are not too lengthy or so worded that would make respondents unable to follow them. Moreover, after vigorous assessment of the study instrument after first pre – test, the instruments were amended and the adjusted interview schedule and questionnaires were put to test again. Modifications were also be done on the sampling, population, structure and syntax of the hypothesis and research objectives after constructive suggestions arose.

3.9 Data Collection Procedure

To implement the general objectives plans of a research study, appropriate methods of data collection must always be used. Kerlinger (1978) says that problems dictate methods to a considerable extent, but the methods, their availability, feasibility and relevance influence the problems. In order to conduct any research, such as the one this study carried out in Mumias Sugar Company Ltd, approval for conducting the research should be obtained before any data is collected, as argued by McMillan and Schumacher (1993). Mount Kenya University, School of Business and Economics issued a request letter for a research permit on behalf of the student to the National Council for Science and Technology in Nairobi to facilitate granting research permit and authority to conduct research in Mumias Sugar Company Ltd. Thereafter the permit and letter of authority to conduct research was submitted to Mumias Sugar Company Ltd for purposes of notifying the management of the intention to conduct research and adequate preparation for the same activity by the management. Also, the submission of the permit and letter of authority to conduct research as well as the request to conduct research

written by the student were also meant to notify the company of the intended and expected respondents to the study who in turn should have availed themselves for the interviews and or filling of questionnaire.

The interviews were conducted in pre-arranged dates while the questionnaires were administered and collected with the assistance of two research assistants. The research assistants were mainly moderately taught people from the local community who were well vast with the operations of Mumias Sugar Company Ltd and the culture of the majority of employees within the company. The research assistants were trained before setting out to carry out the exercise. The issues covered during training were ethical guidelines in conducting research for multiple levels of respondents who had varying levels of understanding and education and communication skills. Appointments were made beforehand with the top level managers who were to be interviewed and the interviews were thought out beforehand and standardized so that the participants were asked the same questions in the same order.

3.10 Data Analysis Plan

Sandelowski (2000) and Yin (2003) pointed that analysis of data involves examining, categorizing, tabulating or otherwise combining the evidence to address the initial propositions of a study. Before data entry, screening was done to ensure that responses are legible and understandable and that responses are within an acceptable range and are complete, and all the necessary information has been included (Leary, 2004).

The analysis of the data was conducted using descriptive and inferential statistical statistics. Statistical Package for Social Sciences (SPSS) was used in data coding, entry and analysis. Descriptive statistics allowed the researcher to describe the data and examine relationships between variables while inferential statistics allowed the researcher to examine causal relationships between qualitative and quantitative data (Leary, 2004). Bivariate, multivariate, and correlation analysis were done to identify the relationship between variables. In most cases, inferential statistics allowed the researcher to go beyond the parameters of their study sample and draw conclusions about the population from which the sample was drawn. The qualitative data analysis involved the idea of using themes and categories as advised by Charmaz (1983) who purports that categories serve to pull together and give meaning to a series of otherwise discreet events, statements, and observations in the data. Analyzed data were presented using tables and narrations.

3.11 Operationalization of Variables

Operationalizing a variable means finding a measurable, quantifiable, and valid index for your variable (independent and dependent variables), and (sometimes) finding a way to manipulate that variable in such a way as to have two or more levels. This is done because not all variables are easily measured. For example, factors that is objective, effort independent or involuntary, and concrete are more easily measured (with appropriate equipment) while on the other hand factors that are subjective, effort dependent, or abstract are hard to measure. The researcher followed Jean McMillian's (Aptima Corp., Mass) procedure as highlighted below.

- i. Identify the concept we hope to measure.
- ii. Determine one or more quantitative measures of the concept.
- iii. Determine the method for obtaining this measure.

To operationalize the variables in this study, the researcher identified both the independent and dependent variables for every objective and the appropriate data collection instrument that was to collect data for measuring those particular variables. The researcher, similarly, identified statistical measurement scales that were to be used to measure the collected data. A data analysis and presentation model was developed for the study as well. A summary of this is presented in Table 3.4 below.

Table 4: Operationalization of Research Variables

Objectives	Independent Variables	Dependent Variables	Data collection instruments	Measurement Scale	Data analysis
To assess the influence of remuneration and rewards policy on the organizational performance of MSC	Employee Remuneration and Rewards Policy	Improved Employee Performance due to enhanced Employee Remuneration and Rewards Policy	Interviews and Questionnaires	Nominal Ordinal Interval	Frequencies, Correlations and Regression analysis
To determine the effect of employee welfare facilities on the organizational performance of MSC	Employee Welfare Facilities	Improved Employee Performance due to Employee Welfare Facilities	Interviews and Questionnaires	Nominal Ordinal Interval	Frequencies, Correlations and Regression analysis
To examine the effect of working conditions on the organizational performance of MSC	Employee Working Conditions	Improved Employee Performance due to Employee Working Conditions	Interviews and Questionnaires	Ordinal Interval	Correlations and Regression analysis
To establish the effects of managerial policies on the organizational performance of MSC	Managerial Policies	Improved Employee Performance due to Managerial Policies	Interviews and Questionnaires	Ordinal Interval	Correlations and Regression analysis
To determine the effect of the use of multiple industrial unrest intervention strategies on organizational performance in MSC	Multiple Industrial Unrest Intervention Strategies	Improved Employee Performance due to use of Multiple Industrial Unrest Intervention Strategies	Interviews and Questionnaires	Ordinal Interval	MANOVA, Correlations and Regression analysis

Source: Author

4.0 DATA PRESENTATION AND INTERPRETATION

4.1 Correlation on Level of Education and Job Roles

From the above facts, there was no association between the respondents' Level of Education and Job Role (Table 5) and likewise, there was no association between the department where the respondents were working and their levels of education (Table 6). However, there was an association between the department where the respondents were working and their job roles (Table 7).

Table 4.11 below presents the cross tabulation data between the respondents' job roles and their levels of education. While there were a total of 36 (11.88%) respondents who were agricultural specialists, there were also 15(4.95%) accountants, 129 technicians/engineers, 6 (1.98%) human resource and general management specialists, 8 (2.64%) ICT specialists, 67 (22.11%) marketing officers and 42 (13.86%) security officers, giving a total of 303 respondents for the various roles that existed in the various departments. Table 4.12 presents the marital status of the respondents according to the departments where they were working at the time of the study. 284 respondents (92.21%) were married while 19 (6.17%) were still single. However, 5 (1.62%) were widowed. On the other hand, 128 respondents (41.56%) were working in the production and operations departments while 6 respondents (1.95%) were working in the human resource and general management departments. Sales and Distribution department had the second highest number of respondents at 67 (21.75%) followed by security and agriculture at 42 (32.64%) and 36 respondents (11.69%) respectively. Finance/Internal Audit and ICT departments had 15 (4.87%) and 8 respondents (2.60%) respectively.

Table 5: Correlation between Level of Education and Job Roles of Respondents
 (N = 309)

Correlation			
		Education	Job Roles
Education	Pearson Correlation	1	-.358**
	Significance (2-tailed)		.000
	Sum of Squares and Cross-products	398.185	-243.779
	Covariance	1.318	-.807
	N	303	303
Job Role	Pearson Correlation	-.358**	1
	Significance (2-tailed)	.000	
	Sum of Squares and Cross-products	-243.779	1219.832
	Covariance	-.807	3.960
	N	303	309

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

Table 6: Correlation Test of Department and Level of Education of Respondents
 (N = 309 & 303)

Correlation			
		Department	Education
Department Working	Pearson Correlation	1	-.358**
	Significance (2-tailed)		.000
	Sum of Squares and Cross-products	1219.832	-243.779
	Covariance	3.960	-.807
	N	309	303
Education	Pearson Correlation	-.358**	1
	Significance (2-tailed)	.000	
	Sum of Squares and Cross-products	-243.779	398.185
	Covariance	-.807	1.318
	N	303	303

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

Table 7: Correlation Test Results between Job Roles and Department Of Respondents

		Correlation	
		Job Role	Department
Job Role	Pearson Correlation	1	1.000**
	Significance (2-tailed)		.000
	Sum of Squares and Cross-products	1219.832	1219.832
	Covariance	3.960	3.960
	N	309	309
	Department Working	Pearson Correlation	1.000**
Significance (2-tailed)			.000
Sum of Squares and Cross-products		1219.832	1219.832
Covariance		3.960	3.960
N		309	309

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

4.2 Motivation Factors behind current Respondents working at MSC

Table 8: Motivating Factor behind the Current Respondents Working at MSC

	N	Minimum	Maximum	Mean	Std. Deviation
Motivation: Pay	305	1.00	2.00	1.0525	.22332
Motivation: Professional Relevance	307	1.00	2.00	1.9186	.27395
Motivation: Reputation	309	1.00	2.00	1.0550	.22838
Motivation: Proximity	309	1.00	2.00	1.4466	.49795
Motivation: Family	307	1.00	2.00	1.8078	.39466
Motivation: Friends	275	1.00	2.00	1.2073	.40609
Valid N (list-wise)	267				

These findings imply that most employees at MSC were actually driven to join MSC by the departmental placements analyzed above that considered their skills as well as experience. It is noted that a correlation between the job roles and department where the respondents worked yielded a positive correlation meaning that the two were closely associated.

4.3 Level of Education and Employee Salary scale

Table 9: Respondents' Level of Education and their Salary Scale (N = 303)

Salary Scale	Education					Total
	Primary	Secondary	P.S.C.	Diploma	Degree	
< 10000	8	47	8	0	0	63
10001 - 15000	0	0	28	12	0	40
15001 - 20000	0	0	15	51	0	66
20001 - 25000	0	0	0	31	2	33
25001 - 30000	0	0	0	1	78	79
> 30000	0	0	0	0	22	22
Total	8	47	51	95	102	303

These findings indicate that those with a lower level of academic achievement were paid little as compared to those with higher academic qualifications. A correlation between the two variables (Education and Salary Scale) indicated a strong association with a Pearson's correlation value of .922 at a 2-tailed significant level of 0.01, as illustrated in Table 10 below.

Table 10: Correlation between Level of Education and the Salary Scale for the Respondents
 (N = 303 & 309)

		Correlation	
		Education	Salary Scale
Education	Pearson Correlation	1	.922**
	Significance (2-tailed)		.000
	N	303	303
Salary Scale	Pearson Correlation	.922**	1
	Significance (2-tailed)	.000	
	N	303	309

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

However, there were cases where respondents with similar qualifications were paid differently as indicated in Table 4.25 above. These are justified by Table 4.23 where there are 69 (22.33%) respondents earning less than 10000, 40 (12.94%) respondents were earning between 10001 and 15000, 66 (21.36%) respondents were earning between 15001 and 20000, 33 (10.68%) respondents were earning 20001 and 25000, 79 (25.57%) respondents were earning between 25001 and 30000 and 22 (7.12%) respondents were earning more than 30,000.

Table 4.23: Respondents' Work Experience in Years and their Salary Scale (N = 309)

		Experience in Years					Total
		< 1	1-2	3-4	4-6	>6	
Salary Scale	< 10000	5	19	23	11	11	69
	10001 - 15000	2	10	25	3	0	40
	15001 - 20000	0	2	49	8	7	66
	20001 - 25000	0	1	1	19	12	33
	25001 - 30000	4	19	54	2	0	79
	> 30000	0	0	0	15	7	22
Total		11	51	152	58	37	309

A correlation between Salary Scale and respondents' experience in years yielded an association with a Pearson's correlation value of .135 at a 2-tailed significant level of 0.05. Table 11 illustrates these findings.

Table 11: Correlation between the Level of Education and the Salary Scale for the Respondents
 (N = 309)

		Correlation	
		Salary Scale	Experience in Years
Salary Scale	Pearson Correlation	1	.135**
	Significance (2-tailed)		.017
	N	309	309
Experience in Years	Pearson Correlation	.135**	1
	Significance (2-tailed)	.017	
	N	309	309

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

These findings indicate that there is an association between the workers' experiences in years and the amount they earn. It is also implied that the longer a worker stays at MSC, the more he / she will eventually earn. It implies that the workers are appraised regularly. On the other hand, a worker's level of education determines the amount he/she will earn hence why those with higher levels of education are seen to be on a higher scale.

Another important aspect of the respondents was the status of their employment. It was established that there were 7 (2.27%) respondents who were casual employees, 217 (70.23%) were contract employees while 85 (27.51%) were on permanent terms. Agriculture department had 26 (8.41%) and 10 (3.24%) respondents on contract and permanent terms respectively while Finance and Audit had 11 (3.56%) and 4 (1.29%) on contract and permanent respectively. Production and Operations had 86 (27.83%) and 43 (13.92%) on contract and permanent terms respectively. HRM and General management had 3 (0.97%) respondents each on contract and permanent terms. ICT had 6 (1.94%) on contract and 2 (0.65%) on permanent terms while Sales and Distribution had 1 (0.32) casual employee, 49 (15.86%) contract employees and 17 (5.50%) permanent employees. Security had 6 (1.94%) casual employees, 36 (11.65%) contract employees and 6 (1.94%) permanent employees. This is illustrated in Table 12 below.

Table 12: Employment Status of Respondents (N = 309)

	Department	Employment Status			Total
		Casual	Contract	Permanent	
	Agriculture	0	26	10	36
	Finance/Audit	0	11	4	15
	Production/Operations	0	86	43	129
	HR/Mgmt	0	3	3	6
	ICT	0	6	2	8
	S & D	1	49	17	67
	Security	6	36	6	48
Total		7	217	85	309

These findings imply that there were few employees on casual terms but moderately high on permanent terms. However, most of the workers at MSC were on contract terms. This further explains why there were varying salary scales for workers who had similar qualifications.

Table 13 illustrates the respondents' opinion on whether they were given a clear job description at the time of orientation or not. Using the Likert Scale of 1 to 5 for Strong Agree to Strongly Disagree respectively, 18 (5.8%) respondents strongly agreed while a majority of 266 (86.1%) respondents agreed that they had been given a job description with clear details as to what was expected of them. 2 (0.6%) respondents were undecided while 10 (3.2%) disagreed and 13 (4.2%) strongly disagreed.

Table 13: Respondents' Opinion on Job Description (N = 309)

	Valid	Job Description			
		Frequency	Percent	Valid %	Cumulative %
	Strongly Agree	18	5.8	5.8	5.8
	Agree	266	86.1	86.1	91.9
	Undecided	2	.6	.6	92.6
	Disagree	10	3.2	3.2	95.8
	Strongly Disagree	13	4.2	4.2	100.0
Total		309	100.0	100.0	

This implies that most of the workers at MSC were properly oriented into the organization and given clear job descriptions detailing what was expected of them.

Further, the researcher sought to establish if the respondents were adequately facilitated during their time of recruitment. Table 4.27 illustrates that 22 (7.12%) respondents and 260 (84.14%) respondents cited strongly agreed and agreed respectively. 2 (0.65%) respondents were undecided while 13 (4.21%) disagreed and 12 (3.88%) strongly disagreed. In total, 282 (91.26%) respondents either strongly agreed or agree with this opinion. It is observed that all respondents from Finance & Audit and Human Resource & General Management departments agreed or strongly agreed with the opinion.

Table 14: Correlation of Means of Transport and Frequency of Lateness (N = 309 & 301)

		Correlation	
		Means of Transport	Lateness to Work
Means of Transport	Pearson Correlation	1	.028
	Significance (2-tailed)		.627
	N	309	301
Lateness to Work	Pearson Correlation	.028	1
	Significance (2-tailed)	.627	
	N	301	301

A correlation test between frequency of lateness to work and means of transport used also indicated that there was an association between the means of transport used to work and the frequency of lateness to work. However, the likelihood that the association was not by chance was moderately significant.

The researcher also sought to find out if the workers of MSC were adequately compensated for the overtime work they did. The findings indicate that indeed there was overtime work from time to time and that those who engaged in doing overtime work were actually compensated. 278 (92.36%) respondents agreed that indeed there was overtime work given to them and 252 (83.72) respondents agreed that they were actually compensated for the same work. 23 (7.64%) respondents said that there was no overtime work allocated to them while 49 (16.28%) said there was no compensation at all for overtime work.

4.4 Influence of Managerial Policies on Organization Performance in MSC Ltd

The study sought to find out the influence of the managerial policies on averting industrial unrest in MSC. Consequently, the researcher posed questions to both the top level and middle level managers to find out how these policies have impacted industrial unrest as well as organizational performance. This section presents the findings of this objective question as well as the interpretation.

4.4.1 Influence of Employee Welfare Facilities on Organizational Performance of Mumias Sugar Company Ltd

The concept of employee welfare has been used by many organizations as a strategy of improving productivity and reducing cases of conflict between employees and employers; since work related problems can lead to poor quality of life for employees and a decline in performance (Manzini and Gwandure, 2011). Based on this argument, the researcher sought to find out if there were any employee welfare facilities in MSC. The facilities that the researcher sought to establish their presence in MSC are the Workers' Union, SACCO, Benevolent fund and a Social Welfare Fund.

The researcher established that indeed there was a benevolent fund at MSC as 262) respondents attested to this. This corresponded to 85.6% of the total number of respondents who answered this question. A correlation analysis testing if the respondents had previously benefited from the fund yielded a Pearson's Correlation value of .414. Tables 4.45 and 4.46 present this information.

Table 15: Presence of Benevolent Fund (N = 306)

		Benevolent Fund			
		Frequency	Percent	Valid %	Cumulative%
Valid	Yes	262	84.8	85.6	85.6
	No	21	6.8	6.9	92.5
	Don't Know	23	7.4	7.5	100.0
	Total	306	99.0	100.0	
Missing	.00	3	.9		
	Total	3	1.0		
Total		309	100.0		

Table 16: Correlation Test for Benevolent Fund and Respondents' Benefits (N = 303 & 306)

		Correlation	
		Benevolent Fund	If Previous Beneficiary?
Benevolent Fund	Pearson Correlation	1	.414**
	Significance (2-tailed)		.000
	N	306	303
If previous beneficiary?	Pearson Correlation	.414**	1
	Significance (2-tailed)	.000	
	N	303	306

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

From the Table 16 above, it is concluded that MSC workers enjoy the benefits of a benevolent fund. The correlation test above also implies that the workers had previously benefited from the benevolent fund either directly or indirectly.

From the findings, 203 (65.7%) respondents said that they never contributed towards a social welfare fund or kitty while 78 (25.2%) said they did not know if they were deducted money towards this fund or not. 25 (8.1%) respondents agreed that they made monthly contributions towards a social welfare fund. Table 16 illustrates this. On further investigation, the researcher established that there was no formal social welfare fund in MSC as the benevolent fund handled most of the death-related cases that were most likely to pose a challenge to any employee when he/she lost a close relative. As such, other social aspects of life were left un-attended. However, some workers had formed their own informal social welfare groups that helped members in catering for expenses such as weddings among others.

5.0 Discussion and Findings

The study established that the employees of MSC comprised of both male and female. Most males worked in departments that had manual work to be done such as Production and Operations, as opposed to those that had work that needed little physical strength. The study also established that most employees of MSC were married, though some were widowed. The education levels of the employees were average, with most employees having qualifications that were relevant to their job roles. It was established that employees at MSC were placed in departments according to their qualifications and experiences. They were also paid according to their experiences and levels of qualifications.

5.1 Causes of Industrial Unrest in MSC

The study established that indeed MSC had experienced industrial unrest during its operation period. However, findings from the study indicated that the frequency of industrial unrest had significantly dropped. The study also established that most of the employees were no more than 6 years old working in MSC and as such were not able to state with authority what caused the unrests that had been experienced in MSC. However, the middle and top level management confirmed that the major causes of industrial unrest were poor pay and working conditions. Other causes included poor working human relations, unfavorable managerial policies, poor remuneration and rewards policies among others.

The study also established the unrest experienced in MSC mostly took the forms of strikes. However, there were other forms such as work-to-rule, sit-in and go-slows. The middle and top level staff who participated in the study implied that till the time of the study, the work-to-rule was still prevalent in some departments though not so significant to affect performance. On the other hand, the managers opined that the work-to-rule was somehow an advantage to the organization as it helped identify where the rules and policies were exclusive and negatively affected performance.

5.2 Influence of Managerial Policies on Organizational Performance of MSC

i. Annual appraisal, remuneration and rewards

The study established that workers at MSC were indeed appraised, remunerated and rewarded. The lower level staff attested to this fact and expressed their satisfaction with the fact that their salaries and performance were regularly reviewed and increments were affected based on performance. While that was the case, the managers revealed that there was no performance contract signed between MSC and the lower level staff especially those on casual status. However, the job description and rules and regulations were clearly explained to the staff members during recruitment. New employees were also given time to read through the rules and regulations, the employee handbook and their respective job roles defined in the job description handbook. In case of any lack of understanding or unclear issues, they were explained or sorted out by the concerned parties for the satisfaction of

the new employee and the organization. This, the respondents noted, helped them understand their roles clearly and knew where to direct their concerns. This enhanced their satisfaction at the work place as well as reduced possible tension amongst employees.

On the other hand, both employees and managers attested to the fact that performing employees were rewarded and recognized for their good work. This encouraged the employees to work harder and offer better services for better quality products at MSC. Consequently, the organization realized better performance through the higher levels of commitment they received from their employees.

ii. Medical allowances and sick leaves

For any successful organization that considers the well being of its employees, medical and house allowances are among the key determining minimal employee turnover. However, these forms of benefits can greatly reduce the levels of dissatisfaction among employees hence reduce unrest cases in an organization. While sick leaves are regarded as an employee's right, the regulations surrounding the sick leave grants and considerations may be unfavorable and biased in some cases. In organization where employees feel that that is the case, industrial unrest may be common in any of the forms mentioned. The study established that MSC workers enjoyed medical allowances and sick leaves. There were two forms of medical assistance that employees received. Permanent and contract employees were beneficiaries of either a medical insurance scheme or a medical allowance. Casual employees received free treatment from the medical Centre within the company free of charge, especially for cases related to the work place. Other services rated for free by the government were also offered freely to the employees for free.

MSC employees were also entitled to sick leaves when they were sick, provided proof of sickness was presented. Again, given that the organization had a medical Centre which was meant to handle emergencies, most cases that would necessitate sick leaves were presented to the medical Centre for analysis and the sick leave verified, even if the sick leave had been recommended by other doctors elsewhere. The study also noted that perhaps the few cases that disagreed with this statement could have been the few cases in the organization that either were unable to prove sickness or wrongly indicated the choices analyzed.

iii. House and Education Allowances

MSC workers enjoyed benefits such as house and education allowance. This implied that the financial strains that most employees would face through the provision of the basic necessities were minimized hence would concentrate and dedicate more time to their work. This further enhances satisfaction among the workers and eventually low turnover and reduces cases related to unrest or conflict.

5.3 Impact of Employee Welfare Facilities on the Organizational Performance of MSC

The concept of employee welfare has been used by many organizations as a strategy of improving productivity and reducing cases of conflict between employees and employers; since work related problems can lead to poor quality of life for employees and a decline in performance (Manzini and Gwandure, 2011). MSC workers were found to enjoy the benefits of a benevolent fund during times when they were bereaved. They also enjoyed benefits of a registered workers' union which handled most of their grievances. On the other hand, the union was found to intervene on behalf of the employees to the employer during disagreements hence minimizing cases of tension and dissatisfaction.

One the major reasons why people engage in formal employment activities is to earn a source of living on a regular basis and one that he / she is assured of. On the other hand, this engagement may have a longer goal of acquiring assets such as land. However, the ever rising cost of living coupled with unforeseen circumstances that are urgent in nature and require a substantial amount of money require that one have an alternative source of money. To minimize cases where the employees frequently ask for such amount of money from the employer, a SACCO that is fully managed by the employees is an important facility as this provides an alternative place where they can get the money they need at minimal interest rates. MSC workers enjoyed benefits from a registered SACCO that they managed with minimal managerial interference. This helped reduce cases of unrest in that stress related to life's financial expectations as well as enhanced satisfaction since most employees were able to access emergency money as well acquire long term assets.

5.4 Influence of Working Conditions on the Organizational Performance of MSC

From the study, it was established that the management of MSC adequately provided a conducive and stress-free working environment for its employees. Consequently, employees had minimal work-related stress which has an impact on their satisfaction. Similarly, workers at MSC were given the right tools to use for their jobs and did not have to rely on their innovations or use of sub-standard equipment to accomplish tasks as this would risk their health and life. This made accomplishment of tasks easier and efficient with minimal stress. It also minimized cases of conflict that may have arisen between workers and supervisors or employers.

5.5 Influence of Industrial Unrest Intervention Strategies Used on Organizational Performance in MSC

The study established that the previous industrial unrest cases experienced among MSC workers were over five years ago and that the common form of unrest experienced and one that has the greatest impact was strike as compared to other forms of unrests. The reasons why employees went on strike varied but the most common was salary followed by working conditions which were risky and lacked adequate facilitation in terms of tools and equipment.

i. Managerial Policies

To address the causes of industrial unrest, management at MSC had to review their managerial policies, review the working conditions as well as allow the workers join workers' unions and form other welfare facilities that would help them address issues that management was not in a position to address. The essence of the welfare facilities and unions was to give employees an avenue to vent their dissatisfaction hence reduce anger and possible unrest. Through the union, employees would hold the union leaders responsible for their plight at the work place and not management of MSC directly. This again would charge the union leaders with the responsibility of ensuring that management of MSC ensured that employees were taken care of both at the work place by providing for their work related requirements as well as at home by paying them adequately and promptly to ensure their obligations at home were met on time.

The study established that the revision of the managerial policies had an impact on the levels of satisfaction of workers in MSC. While it was established that previous industrial unrest cases were perpetuated by factors that were avoidable if management had put in place policies to handle related dissatisfaction among employees, these policies were found to have a long term effect on the performance of the organization. Given the low turnover rate, job satisfaction and enhanced motivation at the work place, employees redirected their energies and concentration towards quality work hence organizational performance.

ii. Benefits of the Intervention Strategies

The implication that the intervention strategies have yielded positive results is clear as both middle and top level managers attested to the fact that overall organization performance had improved significantly courtesy of the improved commitment to work and enhanced satisfaction with the work condition and salary. This had a positive impact on the quality of work the workers do since they are more motivated, satisfied and encouraged to work as a team. This also meant that the possibility of having conflict either among themselves or with seniors is minimal as they have indicated that they can now trust each other and even trust their seniors even more.

6.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.1 Summary

6.2 Causes of Industrial Unrest in Mumias Sugar Company

The study established that there had been previous industrial unrest cases in MSC, though most of the respondents did not imply the same. This is attributed to the fact that most respondents were relatively new in MSC with the longest serving respondents having been at MSC for no more than 6 years. These were quite few, about 40 respondents compared to the total number of respondents who totaled 309. However, on trying to establish when the unrest took place, the researcher established that the unrest had taken place about 5 to 6 years before the undertaking of this study. This explains why there were only 40 respondents attesting to the fact that there had been industrial unrest cases previously in MSC. Again, the researcher noted that all the 40 respondents who agreed that there had been industrial unrest previously stated that this had happened only once during their stay in MSC. However, the middle and top level staff members who participated in the study indicated that there had been more than 1 unrest cases but most had taken place more than 6 years before this study was done.

The study also established that the industrial unrest experienced were mainly strikes. However, the middle and top level staff members who participated in the study indicated that other forms had also been experienced before though their impact had not been as significant as that of strikes. These included go-slows and sit-ins, which were most preferred in cases when the work conditions were no longer favorable. Also, the respondents noted that these forms were prevalent at the departmental level and not the whole of the organization, hence why their impact was not significant. On the other hand, respondents from the middle and top level of management noted that the work-to-rule type of unrest was most prevalent even till recently, about 4 years before the undertaking of this study. They stated that the workers were reported to have resolved to strictly follow the work rules especially those rules that dictated what was needed to perform specific tasks and these tools or equipment

were not present at that time or their state was not fit for work. Then the employees would argue out that they either did not have working tools or their tools were worn out and therefore could not work. This implied that they had openly refused to use their innovation skills, which apparently they had used before hence resulting in the unrest and subsequent losses for the organization.

The study established that the major causes of previous industrial unrest situations in MSC were low pay and poor working conditions. Other reasons stated included unfavorable managerial policies, poor work human relations, and poor and biased remuneration and rewards criteria.

6.3 Influence of Managerial Policies on Organizational Performance of Mumias Sugar Company

The study sought to find out the influence of the managerial policies on averting industrial unrest in MSC. The study confined itself to policies related to annual appraisal, remuneration and rewards, medical allowance and House and Education Allowances.

6.3.1 Annual Appraisal, Remuneration and Rewards Policies

The study established that there was annual appraisal, remuneration and rewards that was conducted on an annual basis. This served to lift the confidence and trust levels of employees towards their seniors in organizations. Employees were also positive about the kind of recognition they received in their work places from their supervisors and other seniors. They also implied that they were appraised in a fair and just manner that was strictly guided by the respective policies. Consequently, the employees' tension and questions that would otherwise lead to uncertainty and dissatisfaction are answered and taken care of well. This was seen as an effective way of handling dissatisfaction among employees hence cutting down on possible unrest.

6.3.2 Medical Allowances and Sick Leaves

Studies established that MSC had a clear and transparent medical policy that gave provisions for the medical allowances as well as sick leaves when need arose. The study also established that the medical allowances were given for the lower level staff while the middle and top level staff had a medical insurance cover which was partially funded by the organization. The middle and top level staff members who participated in this study attested that these benefits had significantly impacted performance at a personal level (employee), departmental levels and within the organization as a whole. These benefits were found to increase employee motivation, satisfaction and confidence while at work. The employee turnover rate was also seen to have reduced significantly as their satisfaction had improved.

6.3.3 House and Education Allowances

The study established that employees at MSC were given House allowances. However, these employees were those on contract or permanent terms. This served to motivate them, increase their satisfaction levels and boost their confidence levels while at the work place. Managers and subsection heads also attested to this fact in that they had noted a lower turnover rate ever since the house allowance policy was put in place. On the other hand, they also noted that employees were motivated and they willingly undertook tasks without much ado.

Presence of education allowance was also established where the employees of MSC benefited from this policy. All contract and permanent employees received a fees subsidy at the beginning of every year where MSC would give an allowance for the total annual fees for every child that the employees had. This served to reduce the financial pressure on the employees that would make them forfeit their duties and responsibilities at the work place in search of financial assistance towards their dependents' school fees. Likewise, the middle and top level employees noted that most of the lower level employees were satisfied with this arrangement and would rarely complain about their salaries being low. This implies that the subsidy they received was viewed positively hence the decline in complaints relating to poor pay.

6.4 Influence of Employee Welfare Facilities on Organizational Performance of Mumias Sugar Company

The study collected, analyzed and interpreted data relating to the welfare facilities that were present in MSC. Among these facilities are the benevolent fund, social welfare fund, workers' union and the SACCO.

The study established that MSC had established a benevolent fund for its bereaved employees. When an employee lost a relative or any other person covered by the benevolent fund policy, he/she would receive financial assistance towards the arrangement of the funeral of their departed relative. Alternatively, if MSC lost a worker who was a regular contributor the benevolent fund, the financial burden from the funeral expenses was to

be fully taken over by the fund. This reduced the possibility of asking other employees to contribute towards the funeral of the departed employee hence reducing the expected financial pressure on fellow employees. This served to minimize financial obligations that otherwise would have been shouldered by the employees.

Likewise, the presence of a social welfare fund, which the study established was informal, also served to shoulder most of the expenses which the employees would be required to take upon themselves if any of them was in need. An example of this situation is when one of the employees was planning for a wedding or a new-born baby showers among many others. The employees benefit from this fund in that a regular contribution towards this kitty enabled them to easily fund such events without having to push members to contribute for them.

The existence of a workers' union also was established. This was the most preferred avenue for presenting employee grievances than any other available avenue. The study confirmed that most employees presented their satisfaction or dissatisfaction to management through the union leadership. On the other hand, the union would try to resolve issues related to working conditions, pay or any other benefits on behalf of the employees even before they could raise such issue to them. In essence, the union was meant to oversee the employees welfare, which served to minimize cases of dissatisfaction and enhance performance of individuals and teams. It was noted also that even the middle level staff members were members of the workers' union hence creating a sense of togetherness among the employees in that the lower level employees would easily identify with the middle level employees since they all belonged to one union and their problems were handled by the same leadership in the union. Again, when mediating for the employees, the union leaders, as established, would start with the middle level staff before taking any further action against or for the management. This was established to be effective as they made efforts to solve employee problems from those perceived to be in-charge and were still members hence understood better the requirements and obligations of the union and organization. In cases where an employee's services were being terminated and he/she was not satisfied with that decision, the union would step in to plead with the organization on behalf of the employee and identify a possible alternative solution for the employee and organization as well. This was established to influence performance as both organization and employees were aware of the role of the union, which was mainly that of a watchdog ensuring that the organization played its role, while the employees delivered what was expected of them in making the organization realize its objectives.

6.5 Influence of Working Conditions on Organizational Performance of Mumias Sugar Company

The study endeavored to establish the state and nature of the working conditions of employees in MSC. The study established that the management of MSC adequately provided a conducive and stress-free working environment for its employees where the furniture provided was adequate and comfortable and flexible for use. The study also established that the offices and other work areas such as the factories had adequate lighting to enhance performance of the individual and consequently that of the organization. This minimized work-related stress among the employees which otherwise would have an impact on their satisfaction and overall performance.

The study also established that the workers at MSC were given the right tools to use for their jobs and minimally relied on their innovations or use of sub-standard equipment to accomplish tasks. This motivated employees and enhanced their quality of work. On the other hand, this minimized the health and injury risks associated with using sub-standard tools or equipment. This made accomplishment of tasks easier and efficient with minimal stress. It also minimized cases of conflict that may arise between workers and supervisors or employers.

The study also established that new employees felt that they were not supported by other employees. However, later on during their stay in MSC, they realized working in teams provided more support and gave them a better opportunity to learn from their colleagues as compared to when they were assisted to accomplish tasks only without seeing what others were doing. This, they noted, enabled them to learn new skills and in cases when one of the employees was away, the rest of the employees would fit in to temporarily perform the tasks of the absent employee until he/she resumed duty. This ensured continuity of provision of quality service for the organization and minimized employees' work-related stresses and enhanced their satisfaction.

6.6 Influence of Industrial Unrest Intervention Strategies Used on Organizational Performance of Mumias Sugar Company

From the findings of the study, MSC had significantly minimized industrial unrest cases in the recent past. To achieve this, the top level management informed the study that a lot had been done. Unlike in the previous situations when employees' problems were solved according to the immediate crisis, management formulated a common plan that would suit both employees and the organization. In the long run, the organization ended up having various obligations to the employee and at the same time the employee ended up having clear obligations to the organization. This culminated in the formulation of several policies for both the organization and the employee, and the consent of employees to form welfare associations, workers' unions among others. Employees were also given freedom to express themselves openly without fear of intimidation or victimization whatsoever from management and fellow employees.

The formation of a workers' union was allowed to give employees an arena and avenue to air their concerns to management in a more organized manner. Consequently, management would learn in advance what issues were affecting their employees and would work towards addressing those issues. On the other hand, the consent to form and register a benevolent fund was aimed at motivating and encouraging employees in that in situations when they were bereaved, the benevolent fund would take care of the funeral expenses and not the organization or fellow employees. The encouragement to associate with other employees in teams also led to the formation of a social welfare fund where members contributed a fixed amount on a monthly basis to assist them cater for expenses related to their social life. This helped employees of all levels bond and work together for their common good. In the long run, if an employee had a problem at the work place, it was easier for fellow employees to know and eventually management. This would ensure that all affected parties worked together to solve the employee's problem which otherwise would lead to a feeling of isolation at the work place; and if such cases increased, they could possibly cause unrest within the organization.

Given the economic challenges that everybody is facing, an alternative source of money for personal development is a welcome idea and everybody would be willing to turn the idea into a reality. The management of MSC encouraged the employees of MSC to form and register a SACCO where they could save and borrow money for their own development. Consequently, the formation of the SACCO has had an impact on the satisfaction levels of the employees in as far as their financial needs are concerned. Most employees are able to borrow relatively huge amounts of money from the SACCO for acquisition of assets or development. This has minimized cases of dissatisfaction and employee turnover. As such, MSC has managed to retain its employees for over a long period of time hence being able to cultivate a culture within the organization that serves as a benchmark for new employees and minimize the number and cost of trainings that MSC is obligated to carry out on its employees on a regular basis. This has enhanced performance both at the personal and organizational levels, making the organization realize its objectives in a cost effective manner.

6.7 Conclusions

The study makes the following conclusions.

6.7.1 Causes of Industrial Unrest in Mumias Sugar Company

- i. That there have been cases of industrial unrest in MSC, which took place more than six years ago from the time of this study.
- ii. That the industrial unrest took place mainly in form of strikes. However, other forms such as sit-ins, go-slows and work-to-rule were experienced.
- iii. That the major causes of industrial unrest in MSC were poor pay and poor working conditions for its employees.

6.7.2 Influence of Managerial Policies on Organizational Performance of MSC

- i. That to avert possible industrial unrest, management of MSC introduced an appraisal mechanism that would enable them reward and remunerate employees fairly
- ii. That MSC management reviewed the remuneration rewards strategies for its employees to minimize the cases where they felt that they were remunerated and rewarded in a biased manner
- iii. That the management of MSC formulated policies that were acceptable and friendly to the employee and that motivated employees in the long-run.

6.7.3 Influence of Employee Welfare Facilities on Organizational Performance of MSC

- i. That MSC workers formed welfare associations which enable them meet certain objectives and needs which otherwise the organization may not have been in a position to fully meet. The objective of these welfare facilities is raising employees' standards of living.
- ii. That as a result, workers paid more attention towards work and thus increased their productivity and fostered better industrial relations and helped in improving organizations' visibility and popularity
- iii. That the welfare activities promoted economic development by increasing efficiency and productivity so that workers gave their loyal services ungrudgingly in genuine spirit of co-operation.
- iv. That the welfare services may not directly relate to an employee's job but the presence of these services is notable through the improved employee performance, attitude and low labor turnover.
- v. That the welfare services can be used to secure the labour force by providing proper human conditions of work and living through minimizing stress related to the employees' social life and that of their family members.

6.7.4 Influence of Working Conditions on Organizational Performance of MSC

- i. That the working conditions of employees have a significant impact on their attitudes and levels of commitment towards their work
- ii. That working conditions have a significant on the performance of an organization
- iii. That by improving the working conditions of employees, cases of dissatisfaction that could possibly lead to unrest is significantly reduced. Consequently, the employees are able to carry out their duties more responsibly and with ease hence better quality work.

6.7.5 Influence of Industrial Unrest Intervention Strategies used on Organizational Performance of MSC

- i. That the effects industrial unrest intervention strategy were minimal unrest cases, improved employee satisfaction, enhanced commitment to work and low labor turnover.
- ii. That while the intervention strategies were mean to address the immediate problem of unrest within the organization, the overall effect was improved performance of the organization.

6.8 Recommendations

The study makes the following recommendations

- i. That organizations should establish possible causes of industrial unrest within and without the organization
- ii. That organizations should make long term plans by formulating strategies and policies that address employees' well being rather than addressing the causes of industrial unrest in the organization at an individualized level, leaving out the other aggrieved parties
- iii. Organizations should implement intervention strategies that are unbiased and those that respond to all employees' needs for the good of the employee as well as the organization.

6.9 Suggestions for Further Studies

The current study recommends the following as the possible areas of future research.

- i. The influence of national and local politics on organizational performance
- ii. Assessment of the role of national labor unions on organizational performance
- iii. Determine the extent to which the central government human resource policies affect performance of private organizations in developing countries
- iv. Examine the extent to which market competitors influence employees' perceptions of the employer's responsibility towards them hence possibly causing unrest and affecting performance in an organization.

REFERENCES

- Argyris, C. (1969). Individual actualization in complex organizations: In F. Carver & T. Sergiovanni (Eds.), *Organizations and human behavior: Focus on Schools*. New York: McGraw-Hill.
- Argyris, C. (1957). Argyris, C. (1973). Personality and organization theory revisited. *Administrative Science Quarterly*, 18, p. 141-165.
- Armstrong M (1999). *Human Resource Management Practice* (7th edition). UK: Kogan Page.
- Barnard, C. (1938). *The functions of the executive*, Cambridge, Mass.: Harvard University Press.
- Beelson, B. & Steine G.A. (1964). *Human behavior: an inventory of scientific findings*. New York: Harcourt, Brace and World, p. 239.
- Brown, J., (1961). *The motivation of behavior*, New York: McGraw Hill.
- Bryan, A. (1989). *Research Methods and Organization Studies*, Routledge London
- Cohen, L, Manion, L (1987). *Research Methods in Education, Second Edition*, Croom Helm, London Cyprus Constitution, 1960
- Sherman, C., (1968). *Personnel Management* (3rd edition), N.J.: Abe Books.
- Cranny, C.J., Smith, P.C., & Stone E. F., (1992). *Exploring Horticultural Employees Attitudes toward Their Jobs: A Qualitative Analysis bases on Herzberg's*
- Easterby-S, Thorpe M, Loew R.A. (1991). *Management Research: An Introduction*. Sage Publications Ltd.
- Goleman, D., (1996). *Emotional Intelligence: A review and evaluation study*. New York: Amazon.
- Gunnigle, P, Heraty N, Morley M., (1997). *Training and Development*, Dublin: Gill and Macmillan.
- Hackman, R.J. & Oldham G.R., (1976), *Relationships Between Organizational Structure and Employee Reactions: Comparing Alternative Frameworks* *Administrative Science Quarterly*, 26, No. 1 pp. 66-83
- Hanisch K. A. & Drankoski, R. D., (1995). *Human Resources Management, and Employees Relations*. The University of Florida
- Harris, A. (2005). *Learning or misleading?, Distributed leadership and school improvement* JCS (www.faculty.ed.uiuc.edu/webstbury/jes/vol.113/harris.htm)
- Hull, C. (1943). *Principles of behavior*, New York: Appletton-Century-Crofts. p. 62-63.