

**AN INVESTIGATION OF THE INFLUENCE OF
QUALITY OF WORK LIFE ON MANAGERIAL
PERFORMANCE IN TEA FARM FIRMS IN NANDI
COUNTY, KENYA**

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Raymond Kiplimo Kiryongi

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APPROVAL SHEET

This Thesis is entitled **AN INVESTIGATION OF THE INFLUENCE OF QUALITY OF WORK LIFE ON MANAGERIAL PERFORMANCE IN TEA FARM FIRMS IN NANDI COUNTY, KENYA** was written and submitted by **Raymond Kiplimo Kiryongi** in partial fulfilment of the requirements for the degree of Master of Business Administration (Management), is hereby accepted and approved.

Prof. Corazon Banaga
Supervisor

Pr. Joshua Abunda
Supervisor

Date

Date

Accepted in partial fulfilment of the requirements for the degree of Master of Business Administration (Management).

Prof. Corazon Banaga
Department Chairperson

Prof. Corazon Banaga
School Dean

Date

Date

Prof. Elizabeth Role
Director of Graduate Studies and Research

Date

ABSTRACT

This study investigated the influence of Quality of Work Life on managerial performance for tea farm firms in Nandi County, Kenya. The study used correlational and descriptive research methods. The target population was made up of 5 tea firms in Nandi County, Kenya. The study targeted 63 managers from the 5 tea firms in Nandi County using census. In terms of data collection, questionnaires were used.

The findings indicated that the managers rated the QWL indicators highly. The most rated indicators were technology, working environment and empowerment. These indicators were rated as being very good. Organization culture was the least rated of the four and was rated as good. In terms of the managerial performance rating, the managers noted that their performance was good. The findings indicated that there was a significant relationship between the QWL indicators and managerial performance hence from this conclusion the proposed null hypothesis was rejected. With the final research question the researcher concluded that, organization culture and working environment as a combination were the best predictors for managerial performance. The researcher recommended an evaluation of the firms' benefits plan and a review of the number of long weekends offered to the managers. This evaluation and review would greatly aid in improvement of the organization culture.

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DEDICATION

I would like to dedicate this body of work to my Grandfathers, the Late Ambrose Kiriongi and Philip Mandago for their inspiration and valuable wisdom. My dedication also goes out to my parents Mr and Mrs Tororey for their continued love and support. To our farm manager Francis I also say thank you. Finally to my siblings Martin, Antony and Dickson I thank you for your support throughout the project.

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LIST OF ABBREVIATION AND ACRONYMS

AHP: Analytical hierarchy process.

COTU: Central Organizations of Trade Unions. It is the national trade union centre in Kenya.

DL Koisagat: David Lagat Koisagat

EPK: Eastern Produce Kenya

GM: General Motors

HIWPS: High Involvement Work Practices

ILO: International Labour Organization

KNHRC: Kenya National Human Rights Commission

QWL: Quality of Work life.

UEAB: University Of eastern Africa Baraton

SPSS: Statistical Package for Social Science

CHAPTER ONE

INTRODUCTION

Background of the Study

The term Quality Work Life (QWL), was coined at the 1972 International Labour Organization conference. During this conference, a consensus was reached in order to build up a theoretical corpus for QWL research. Hence in reference to Martel and Dupuis 2006 as cited in Asfar and Burcu (2013), the international council for Quality of work life was created. According to Yaghi and Yaghi (2014), in 1975, Richard Walton, a university professor and a scholar, created a Quality Work Life theoretical framework. Walton grouped eight organizational components that he deemed critical for QWL. In reference to Heiskanen & Jokinen (2011) they were; adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization, work and total life space, and social relevance of working life.

As a result of this framework firms in the US started benefiting from it. Employees more so in the manufacturing sector were assured of a safe and healthy working environment. Opportunity for growth and job security also heralded a more motivated work force. A good case in study was how Tarrytown a branch of General Motors benefitted from this program. As previously in the 1960's this branch of GM was experiencing numerous employee turnover and low employee morale. But as soon as the QWL program was implemented fortunes began changing.

However, despite all this Japan remained the leader in QWL. Blaga and Jozef (2014) explain that Japans use of "Quality circles" gave them an edge over rivalling

nations. The “Quality Circles” consist of small productivity study group of workers and supervisors. In such groups workers played a part in redefining their job and hence incorporate more responsibility group decision making and independence. Hence the employees became more satisfied and productive. A good example of firm that benefitted from QWL in Japan is Toyota. This firm, according to Bodek (2009), has a second and final pillar which emphasizes QWL. The pillar is “Respect for people”. This pillar entails allowing people to use their intelligence, their brains, and their creativity, and empowering them to solve problems and to improve the working conditions around them.

The main Challenge to QWL in the Western and advanced nations has been the diffusion of technological advancements. Research has shown that although technological advancements positively impact organizational effectiveness, to some managers it often has led to an increased spill over rate from work to home tasks. Hence affecting their Quality work life.

In Africa, Grobler, Warnich, Carrel, Elbert, & Hatfield (2005) note that, South Africa is a leading country in terms of QWL. They explain that in South Africa most firms dare go above Japans ways, introducing new QWL ways. Some of these new QWL techniques introduced include; introduction of theme days, introduction of décor in the office and introduction of bulletin boards in the office. These new techniques aid in enhancing employee creativity. The bulletin board for example enables the employees to laugh which is crucial in releasing any stress.

In Kenya QWL as a movement is on the rise. This has mainly been brought about as a result of the competitive nature of the global market. Chimoi (2012), in her research on the impact of QWL in Kenya’s finance ministry, concluded that QWL offers a competitive edge. According to Kavalu (2009), the need to retain employees

has led to the rise of QWL awareness by organizations. This is because an improvement in QWL leads to employee job satisfaction. In reference to Arunatilake (2000) Kenya has a higher productivity rate in the plantation sector than Sri Lanka. This he noted was a result of the child care facilities firms in the plantation sector have put in place. This child care facilities aid in enhancement of Quality work life. It reduces cases such as absenteeism and increases the goodness of the work environment. However, in Kenya QWL faces challenges such as employers' meagrely paying employees, poor working environments, job stress, and inadequate trainee programs. These problems often lead to high employee turnover and poor firm productivity. The reason for these problems being highlighted is as a result of complains by the Kenya Human Rights Commission and COTU. For example, in Eastern Kenya, Kimeu (2013) notes that the KHRC raised an alarm on the level of which export firms in Kitui handled the working environment of their employees. Shift work an element of the work environment was poorly handled. Hence some employees were overworked yet still underpaid. This had detrimental effects on employee's performance. With COTU they raised an alarm about how Nakumatt (Kenya's leading supermarket) treated its employees. All their chains even the ones in Rift valley were accused of their treatment of employees who appeared overworked and paid meagrely. This revelation was brought upon by Orale (2008) reporting for the daily nation newspaper. The challenges mentioned above indicates that there gaps to be filled. Hence this study aims at investigating QWL influence on managerial performance on the Tea industry in Nandi County. For this particular research, the Tea firms investigated here will be Nandi Tea estate limited, and George Williamson, Kipchabo tea estate, Emrok tea estate, DL koisagat and Chebut tea factory These firms are not only the largest source of Tea manufacturing around, but also in Kenya.

Statement of the Problem

As the leading job employer in the Kenyan private sector, tea firms play a vital role in the Kenyan economy. As an entity, their primary goal is profit. They also have an obligation to ensure their employee basic needs are met. Chukwunonso (2009) explains that employee needs such as remuneration, security and wellness are necessary for an organization to meet. This is because when this happens, employee productivity goes up hence increased likelihood of profit.

However, as Kavulu (2008), noted most firms have a nimble view of QWL. Hence their organizational strategy leans on the autocratic technique. This means narrow and simple employee skills are emphasized. As a result of this traditional approach brought upon by organizational culture, employees feel a compressed creative space. Hence some less empowered and less motivated. Also, as in Ashwini (2016) QWL journal, he noted that most manufacturing firms need to make the working environment a top priority. As this greatly impacts productivity and hence managerial performance. Menon (2011) explains that in most manufacturing firms in Kenya managers experience a large spill over of Work to Home problems. Technology on its part has not aided but rather has abated for the rise of such problems. In the tea firms this is no different.

QWL is therefore vital in ensuring that employee well-being for examples from feeling creative to safe working conditions are met. Therefore, the goal of this study is to conduct an investigation of the influence of quality of work life on managerial performance in tea farm firms in Nandi County, Kenya.

Research Questions

1. What is the evaluation rating of managers of the following quality of work life indicators?
 - a) Organizational culture
 - b) Empowerment
 - c) Working environment
 - d) Technology
2. What is the self-evaluation rating of managers on their managerial performance?
3. Is there a significant relationship between quality work life indicators and managerial performance?
4. Which of the indicators of quality work life best predict managerial performance?

Hypothesis

H₀₁: There is no significant relationship between quality work life and managerial performance.

Significance of the Study

Through this research, the researcher noted that information obtained will be crucial for three main bodies. Namely: The researched organizations, Entrepreneurs', and Research Institutes. The researched organizations will greatly benefit from this study. This is since from the study they can improve their policy on QWL and managerial performance. Recommendations made as a result of this research will be of great input to the Overall organization policy. Kaighobadi, Esteghlal, and Mohebbi (2014), note that for organizations under study, recommendations go a long way in ensuring they know in order which of the factors most affect the relationship of QWL

and Performance. Letoanne (2013) explains that as much as organizational policies exist it is vital that the employees know how they apply. The onus is then on the Policy makers to clarify and train their employees on Organizational policies. The policy makers of these organizations and the related industry hence will also find the output of this study as vital.

Entrepreneurs more so those in the manufacturing industry will greatly benefit. This is since as they look to motivate, develop, retain and keeping their managers satisfied, this research will be of great input. Kavulu (2008), notes that in understanding the variables in play, entrepreneurs' can improve employee job satisfaction. When this happens their productivity will soar. In understanding the factors and prioritizing the most vital, entrepreneurs' can focus their energies in the right direction. Hence this research will not only save them time but rather cost.

Finally research institutes whose focus may be on Quality of work life and performance will benefit. The variables which include social life, economic factors, Homework interface, and job design will prove crucial for their research. Kavulu (2008), notes that Research institutes like Universities, rely on past research to come up with the best conclusions. This research can aid students in their literature and better understanding of Quality work life.

Justification of the Study

The researcher's reason for this study is brought about by the fact that in Kenya QWL and managerial performance have not been thoroughly covered. It is also largely driven by increased competition brought about by globalization. New market entrants pose a threat to the existing players. These new players often at time have a competitive edge influenced mostly by QWL. Hence this study is not only vital in

aiding the researched organizations in developing a skilled and efficient work force but rather it is also crucial in enabling this firms in retaining their employees.

Scope of the Study

This research was done in Nandi County. Majority of the tea firms were investigated in relation to QWL influence on managerial performance. The Firms investigated included, George Williamson, Chebut Tea Factory, Eastern Produce Kenya, Kibchabo tea estate, DL Koisagat Tea Estate and Emrok Tea Estate. For the Pilot study, the researcher relied on the EPK firm. The rest of the aforementioned firms were used for the research's intended purpose. The total population investigated were 63 managers of different ranking. The components of QWL that were investigated included organization culture, empowerment, working environment and technology. All these Factors were studied against a dependant variable namely, Managerial performance. The core of the project was to investigate the influence of Quality Work Life on managerial performance in tea farm firms in Nandi County, Kenya.

Theoretical framework

The most underlying theory in quality of work life is the Walton Theory. Developed in 1975 by Richard Walton, a university professor and scholar, this theory states that QWL can be measured by eight constructs (Tabassum et. al, 2011). According to Rubel and Kee (2014) the proposed eight constructs are: Adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capital, opportunity for continued growth and security, social integration in the work place, constitutionalism in the work organization, work and total life space and social relevance of work life. Over the decades this theory has often been used as a guiding point for most researchers on this topic. This has hence

led to its development. And borrowing from Waltons theory Martel and Dupuis (2006) identify the dimensions of QWL as being, better working conditions, equitable compensation autonomy, accomplishment, responsibility and participation in decision making. Later Razali (2004) recapitulates QWL and approaches different dimensions, growth and development, physical work environment participation in decision making, supervision, social relevance and workplace integration.

Martel and Dupuis (2006) also develop four dimensions for measuring QWL and the dimensions are supervisory behaviour, compensation and benefits, job characteristics and work life balance. And these four dimensions cover the perception of QWL where organizational, human and social aspects act together. Among these four dimensions compensation and benefits and job characteristics are characterized as organizational aspects, while work life balance and supervisors' behaviour are regarded as human and social perspectives.

The Conceptual Frame work

The conceptual framework underlying this study focuses on the relationship between managerial performance and QWL components such as; Organization culture, working environment, Technology and empowerment. The framework below indicates that organizational culture, Empowerment, Technology and working environment influence managerial performance.

In ascertaining the measurement for managerial performance, a self-evaluation managerial questionnaire was used. This questionnaire was based on the basic functions a manager performs. This included delegation of duties, communication and department representation. For the QWL indicators, measurement was ascertained by use of an evaluation rating questionnaire. From the figure below the researcher

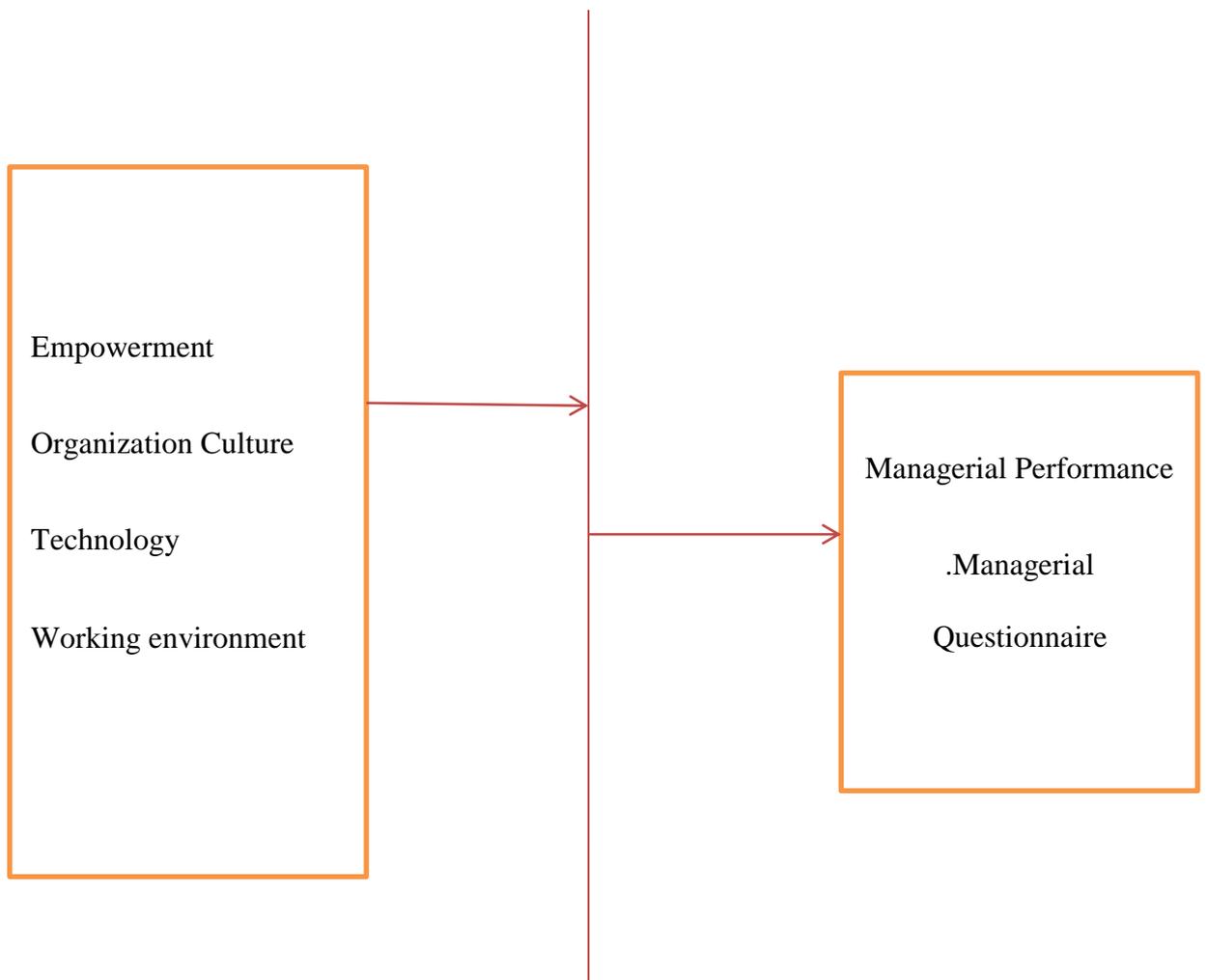
expected that the independent QWL variables will influence the dependant Managerial performance variable.

Figure 1

The conceptual frame work

Independent Variable

Dependant Variable



OPERATIONAL DEFINITION OF TERMS

Empowerment: this refers to the involvement of managers in decision making, their autonomy over tasks and how information is shared amongst them and the employees. In organizational strategic meetings where the managers represent their departments, how a managers input is corroborated in the final output will be deemed as empowerment. Proper lines of communication and following of the hierarchy will also be a measure of empowerment.

Managers: these are those involved in management positions within the tea firms. They are the general managers, operational managers, factory managers and departmental heads.

Managerial Performance: refers to measurement of performance (achievement of stipulated goals) in relation to a manager. This entails looking at the basic managerial duties and ascertaining their measure of value by assessing how they accomplish those tasks. A look at how the managers delegate the duties to employees and how they consult them before effecting any changes to their work lives is an example of one of those measures.

Organization culture: refers to a set of shared assumptions that guide what happens within the studied firms by defining appropriate behaviour for various situations. In brief it encompasses the nature of how things are conducted in the organization. It also entails the control systems set in place. A good example is the rewards and benefits system. Whereby a manager is rewarded or reprimanded based on achievement or failure for a particular goal.

Quality Work Life: this is a stress free management system whose assessment is based on how the mangers relate to their work place. Taking into consideration; their comfort, their interaction with other employees, the impact of technology on their

lives, and their empowerment levels within the organization. This also means how the managers are involved in the decision making of the organization.

Technology: this refers to devices used in communication and automation of organizational processes and a look at how they impact the manager's responsibilities. In terms of communication, technology refers to all devices used, in communicating. This is from mobile phones, emails (more so Microsoft outlook) to the intercom phones. In terms of processes technology refers to the process monitoring software's, which may vary from firm to firm.

Working environment: refers to the place where one works. This ranges from the physical conditions surrounding the managers, to the relationship that exist amongst them and their employees.

CHAPTER TWO

REVIEW OF RELATED LITERATURE AND STUDIES

INTRODUCTION

In this chapter, the researcher attempts to look at past literature on the related topic of Quality Work Life. The importance of this chapter in reference to Role (2015), cannot be overstated. In a nutshell, she explains that Literature review aids the researcher in understanding the research problem. Since the researcher will have to go through many online databases, Library and even through the treasury of government publication.

In an effort to arrive at the selected variables of study, the researcher has employed two theoretical frameworks whose origin and relevance are of vital impact. After, the researcher will highlight his intended variables for the study and discuss them in depth focusing on past literature. Later the researcher aims at offering a critical review which will bear fruit to the final part the research gap.

Review of the Walton Theory

In reference to Tabassum et. al, (2011), this theory states that Quality Work Life can be clearly defined using eight constructs. According to Rubel & Kee (2014) Richard Walton proposed the eight Variables as: Adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capital, opportunity for continued growth and security, social integration in the work place, constitutionalism in the work organization, work and total life space and social relevance of work life.

Letoanne (2013) explains that the origin of this framework resulted from a proper research undertaken by Richard Walton in the early 1970's. This study was in

an effort to clearly define QWL. Around this Period there was a lot of interest in the topic, and various authors were throwing definitions around in an attempt to describe this phenomenon. According to Muftah and Hanan (2011) Waltons aim was to properly come up with constructs that should be given high priority when implementing a QWL program. And through them an organization could properly ascertain the impact of the QWL program. Some of the authors that were coming up with detail definitions for QWL included the ILO and Irving Bluestone a union worker with the General Motors. The latter is in some essence considered the Father of QWL programs. The above mentioned are some of what inspired Richard Walton on his Quest to deconstruct what a QWL program will and should entail.

Over the years this theory has developed and is what most authors in their study for QWL rely on. Borrowing from Waltons theory Elizur as cited in Martel and Dupuis (2006) identify the dimensions of QWL as being, better working conditions, equitable compensation autonomy, accomplishment, responsibility and participation in decision making. Later, Razali (2004) recapitulates QWL and approaches different dimensions, growth and development, physical work environment participation in decision making, supervision, social relevance and workplace integration.

Martel and Dupuis (2006) also develop four dimensions for measuring QWL and the dimensions are supervisory behaviour, compensation and benefits, job characteristics and work life balance. And these four dimensions cover the perception of QWL where organizational, human and social aspects act together. Among these four dimensions compensation and benefits and job characteristics are characterized as organizational aspects, while work life balance and supervisors' behaviour are regarded as human and social perspectives.

In relation to the researchers study the above mentioned variables are crucial in better understanding of QWL. The variables in play for this specific study heavily rely on this framework and though not all of Walton's variables will be selected the few selected may be coined in different vocabulary. Below the researcher discusses the variables in this theory.

Adequate and Fair Compensation

The fundamental principle in relation to humans and work is that human beings work for a living. Hence the work they do has to be proportionate to the pay they attain. According to Timmosi, Pedrosso, Francisco and Pillati (2008) the components of this variable include Fair remuneration, Wage balance, Participation in results and Extra benefits. Chaneta (2011), proposed the following questions in order to ascertain whether the compensation was adequate and fair. Does the pay received meet socially determined standards of sufficiency of the recipient's subjective standard? Does pay received for certain work bear an appropriate relationship to pay received for other work? If the answer to these questions is yes, then compensation can be said to be adequate and fair. In reference to Bhavani and Jegadeeshwaran (2014), proportionate pay and organizational internal consistency in paying, are vital in enhancing adequate and fair compensation. Also to be considered is the Maslow hierarchy of needs. The view of an adequate and fair compensation may range depending on the employees organization position.

Safe and Healthy Working Conditions

According to Bhavani and Jegadeeshwaran (2014), employers should invest adequately in ensuring that the working environment is conducive. This is since the environment adversely affects employee productivity. No wonder in the European Union, Paoli and Merlie (2000) confirm that in general, worker perception of health

and safety has increased among its member states. In reference to Neuman (2010), the United States government has demonstrated its seriousness in the enforcement of health and safety laws by increasing their budget for such purposes by 14 million dollars. The rise in interest of safe and healthy working environments has been brought about due to a decline in working conditions. Maclean (2011) notes that the decline has been brought about by, intensification of work, high prevalence of repetitive work, high paced work; work speed determined by others and continued exposure to chemical and physical hazards which bring about a detrimental effect on employees well-being. Hence in order to curb this, a safety culture has to be promoted by the organization.

Also according to Steenkamp and Van Schoor (2002), they noted that a majority of employees spend about 95% of their time indoors. The problem with this is that they consistently breathe indoor air, whose quality is no match for the outdoor air. This air often at times causes discomfort which hinders employee productivity. When work place hazards are corrected, employees feel satisfied and comfortable. When this is the case the QWL is improved.

Immediate Opportunity of Use and Develop Human Capacities

According to Chaneta (2011), works have become routine, meaningless and too specialized, depriving the employees of fulfilment satisfaction. Therefore, efforts should be made to increase the autonomy, perspective and exposure to multiple skills. In doing so, employees will feel more motivated. For example with autonomy or control at work, Retinham and Ismail (2008), note that past studies have shown that low job control and high demanding job functions have a negative impact on employees health. Griffin, Fuhrer, Stansfeld and Marmot (2002) indicated that both men and women with low control at work or at home had a high risk of developing

anxiety and stress, but women in the in the lower or middle employment grades who also reported low control at work or home were at a higher risk for depression and anxiety. Hence in order to mitigate these, employees should be granted more control. Since according to Manzoor (2012), employees who perceive reasonably high levels of control at work are more satisfied, committed, involved and motivated, in addition they experience less emotional and physical illness and are less absent at work.

Future Opportunity for Continued Growth and Security

This is related to career aspects of employees. Meaningful career paths must be laid down and career mapping of employees is to be followed. The provisions of advancement opportunities play a central role in QWL. In reference to Timmosi, Pedrosso, Francisco and Pillati (2008) the components that make up this variable include: Professional Growth, Trainings, Resignations, and Encouragement for further studies. Hence firms should consider how these components affect the variable. .

Social Integration in the Work Organization

Timmosi et. al (2008) note that Discrimination, Interpersonal Relationship, Team's Compromise and Ideas' Valorisation are some of factors that make up Social integration. Relationships between and among the employees facilitates a healthy work organization. Therefore, opportunities must be provided for formal and informal interactions. All kinds of classes, religions, races, crafts, and designations must be treated equally on a social platform. In other words, it creates egalitarian environment.

Constitutionalism in the Work Organization

Timmosi et. al. (2008) explains that this is related to organizational norms that affect the freedom of an individual Employee. Efforts must be made to see right norms are formed in the organization. It means norms that accommodate the privacy of an individual employee, freedom of speech, equity and freedom to dissent on some

aspects. Industrial psychologists are concerned not so much with how people behave but rather with what rights they should enjoy, whether they exercise them or not and only if the work organization ensures that the following so-called rights of individuals are officially respected, or their quality of life is high. The following are some of the workers' rights that should be noted in the work place, that is, privacy, free speech and the right of individuals not to be penalized as of their membership of any particular group or class. It implies that all individuals are entitled to expect to be treated in the same way as others, irrespective of the sex, race, religion or social class.

Social Relevance of Work Life

The social relevance of work life includes, array of action such as behaving ethically, support non-profit organization, treating employees fairly. Organizations must pay proper attentions for the above aspects. For example firms that espouse environmental values may have a negative impact on their employees QWL more so when these firms don't live by this creed. This aspect of QWL is unique as its focus is not on financial satisfaction but rather more on employee's principles. The more the employee principles are met the more satisfied the employees. Past studies have found a correlation between this QWL measurable and employee organizational commitment. One such study is Daud (2010), whose work on investigating the Relationship between Quality of Work Life and Organizational Commitment amongst Employees in Malaysian Firms found a positive correlation between social relevance and employee commitment. According to Meister, Willyerd and Foss (2010), a research done by the cone group titled the 2020 workforce found that majority of new employees in the USA wanted to work in a firm where they can make the most impact. In a nutshell this aspect of QWL is heavily linked to cooperate social responsibility.

Analytical Hierarchy Process Theory

The third theory that aids in explaining QWL for the researchers intended purpose is the Analytical hierarchy process (AHP). According to Zare et al. (2012), through the use of the Analytical hierarchy process (AHP) QWL can be explained by four factors. The factors were: Work life balance, Social Factors, Economic factors and Job Content.

The origin of this theory largely depended on past literature and was mainly targeted for use in the modern era environment. Kaighobadi, Esteghlal, and Mohebbi (2014) note that, this theory, aimed at emphasizing the point that QWL is a multidimensional construct which cannot be precisely measured or captured. Through the variables though, they meant to capture (i) the mental and objective aspects of work life (ii) lower- and higher order needs) and (iii) job characteristics, and supervisory, structural and social characteristics (Sirgy et. al, 2001)

In relevance to the researchers study this theory is crucial in the sense the variables considered are similar to those the researcher intends to use for this particular research. According to Zare et. al (2013), when considering work life balance the following should be taken into account Fair working hours , Work-life atmosphere, Opportunity for doing religious ceremonies, Ergonomics, No physical and mental damages, Distance between workplace and home. For the researchers study, all these variables are crucial in ascertaining how they affect managerial performance. For example how does the distance between home and work affect managerial performance? When it comes to social factors In reference to Kaighobadi, Esteghlal and Mohebbi (2014) this entails the importance of work in the society, social integration in organization, Social networks in work, respecting employees, Self-esteem feeling in the organization, Good colleagues etc. when employees feel

respected and valued their level of productivity goes up. This is since their self-esteem is boosted. Zare et. al (2013) note that for Economic factors these entails Salary, Health service, Insurance, Retirement, Job security. In the Walton Framework this will be defined as adequate and fair compensation. But due to the fact that it is a better modified version, it thus entails Job security which in the Walton framework would miss. With salary, the job character greatly influences the employees' decision to take it up. The pay has to match the jobs nature. McNight et al.(2009) note that there is a significant positive relation between job characteristics and job satisfaction.

Also through their research they found out that the constructive nature of the job enabled the employees to continue with the work and hence stick longer with the organization. Finally with Job content Zare et. al. (2013) conclude that this includes aspects such as Team working, independence, meaningful work, rich and challenging work, ownership feeling in work, the need of creativity in work, growth opportunity.

Economic Standards

According to Zare et.al (2014) economic standards in reference to the AHP model include the Salary, Health service, Insurance, Retirement, Job security. In relation to the Walton theory Salary, health service, insurance and retirement benefits can be grouped as Adequate and fair compensation. Hence in ascertaining this factor, the researcher took two indicators to determining its relationship with managerial performance. The indicators are Job security and adequate and fair compensation.

Job Security

In reference to Sageer, Rafat and Agarwal (2012), Job security is an employee's assurance or confidence that they will keep their current job. Adebayo and Lucky (2012), talk about it as a concern of an employee's probability of keeping his or her job. In reference to Adebayo and Lucky (2012), there are a number of

factors that influence job security. They include, employment contract, collective bargaining agreement, labour legislation and personal factors such as education, work experience, job functional area, work industry, work location, etc.,

In terms of QWL, Drobic et al. (2010) notes that, employees with secured jobs and pay feel more comfortable at the work place and this affects their quality of life. For organizations, Nanjundeswaraswy and Swammy (2013) explain that job security is a measure of an organizational QWL strength. When firms are able to provide for permanent employment for employees even through uncertain economic times, the chances are employee QWL is good. This is since employees feel secure hence are able to have tasks as their primary concern.

Adequate and Fair Compensation

Walton as cited in Kumar (2015) emphasizes on the importance of this factor. He appeals to consider it a major QWL factor. Mirvis and Lawler as cited in Wyatt and Wah (2001), noted that employee satisfaction with wages had a positive correlation with QWL. Hence an employer should play his or her part in ensuring this factor is well catered for. This means terms and conditions should be adhered to. According to Nyamekye (2012), Compensation brings forth advantages such as with recruitment, retention, motivation and compensation laws. Top employees sometimes are drawn in to an organization based off the compensation package while those already employed there would not want to leave due to the benefits they already enjoy

Home Work Interface

Zare, Hamid, Haghgooyan, Zolfa, Asl, Zahra and Karimi (2012), note that the indicators for this variable include: Fair working hours, Work-life atmosphere, Opportunity for doing religious ceremonies, Ergonomics, No physical and mental damages, Distance between workplace and home.

In harmonizing these indicators with those of the Walton framework, the working environment could be used to encompass the rest of these indicators. According to Linguli (2013), work environment refers to everything that forms part of employees' involvement with the work itself, such as the relationship with co-workers and supervisors, organizational culture, and room for personal development. Nanjundeswaraswy and Swammy (2013), further support this saying that work environment refers to where one works. Some authors like Lau et al. as cited in Nanjundeswaraswy and Swammy (2013), have gone even further labelling the working environment as the most important aspect of QWL. This they describe QWL as being a favourable working environment, where satisfaction is promoted through provision of rewards, job security and career growth opportunities to employees.

Raziq and Maulabakhsh (2015), elaborate that in order to increase employee effectiveness and efficiency a business must first provide the employee with good working conditions. These conditions are essentially the environment. This is further supported by Linguli (2013), who stresses that employees look for an enabling environment in order to achieve goals.

The importance of the work environment cannot be overstated. In reference to Warr as cited in Linguli (2013), environmental pressures may sometimes cause problems for skilled performance, resulting in impaired judgement. This often results to mistakes. Wicks (2006), further clarifies that as much as employees may still perform at sub-par environments. In the long run this has a negative toll on the QWL.

Social Standards

Zare et. al (2012), note that some of the indicators for this variable include The importance of work in the society, social integration in organization, Social networks in work, Respecting employees, Self-esteem feeling in the organization, Good

colleagues etc. Looking at these factors and past literature from Sirgy et. al (2001), to Walton's theory, it's crystal clear these indicators are elements of the organization culture. Ravasi and Schultz (2006) explain that organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behaviour for various situations. According to Benjamin (2005), Organizational culture is reflected in the way people perform tasks, set objectives, and administer the necessary resources to achieve objectives.

In reference to Schein as cited in Benjamin (2005), there are three cognitive levels of Organization culture. The first is artefacts, which mainly represent for things within the organization that can be seen. E.g. awards, offices, furniture etc. The next one is values. Basic beliefs and assumptions include individuals' impressions about the trustworthiness and supportiveness of an organization. The third level refers to the organizations assumptions. These lie deeply and are often unseen. In relation to QWL Berg as cited in Benjamin (2005), explain that firms with a culture that support it, will have employees who have a good work life balance. To support this Goodman as cited in Benjamin (2005), found out that a culture with group cultural values correlated positively with high satisfaction in work-life balance. While for those with a hierarchical values tended to have a negative correlation.

Review of the study's Variables

From the above discussed theories, the following are the variables the researcher found to be most significant to the study. They are: Organization culture, Technology, Empowerment and Working environment.

Table 1

Empirical literature

Variable	Ascertaining Factors
Organization Culture	Organization Culture: range from employee social integration to good colleagues, to salary and benefits
Working environment	Physical conditions,
Empowerment	Range from autonomy to involvement in decision making
Technology	How it affects communication, processes and productivity

Empowerment

Ouellette (2014) defines empowerment as simply giving power to an individual. However, Brown and Harvey (2006) note that empowerment is not necessarily about giving power but rather it is a process by which power is delegated. The cornerstone to empowerment is the engagement of employees in decision making. In reference to Durai (2010), engagement of employees in making decisions increases organizational effectiveness, quality and competitiveness. Gill et al. (2010), explains that employee empowerment refers to the meaningful job of employees, their feelings of competence, autonomy, and contribution to the decision making or applications of leadership. Blanchard et al. as cited in Ongori 2009 argues that empowerment refers not only to having power or authority to make decision and act, but also to have higher level of responsibility and accountability.

In Explaining the Relationship between Empowerment and Work Life Quality, Sheikpoor and Sheikpoor (2015) did a Case Study on the Staff of Social Security Hospital of Zahedan city. The study's main research question was is there a significant relationship between employee's empowerment and quality of life? The method used to conduct this research was descriptive and correlated in manner. The instrument for data gathering was a questionnaire whose reliability was confirmed by Cronbach's alpha. The research findings led them to conclude that there was a positive and significant relationship between QWL and empowerment components such as feeling of competence and sense of independence.

Retinham (2008), in his research titled, Constructs of Quality of Work Life: A Perspective of Information and Technology Professionals, found out that if an organization provides the appropriate authority to design work activities to the individual employees, then it is highly possible that the work activities can match their employees needs that contribute to the organizational performance. The delegation of authority is a component of empowerment. With this research Retinham relied on the descriptive and correlational method. The instrument used was a questionnaire. From the findings he concluded that delegation of authority had a significant impact on employee QWL.

Organization Culture

In reference to Ravasi and Schultz (2006) organizational culture refers to a set of shared assumptions that guide what happens in organizations by defining appropriate behaviour for various situations. According to Benjamin (2005), organizational culture is reflected in the way people perform tasks, set objectives, and administer the necessary resources to achieve objectives. Troy (2017), further adds

that organizational culture can be noticed through the control systems an organization has in place

Valizadeh and Ghahremani (2012), research titled the relationship between organizational culture and quality of working life of employees, aids in explaining organizational culture as a QWL component. The research goal was to explain the relationship between organizational culture and Quality Work Life of employees in Islamic Azad University of Tabriz (IAUT). The research hypothesis was, there is a relationship between organizational culture and quality of work life of employees. In selecting the sample of respondents the researchers used stratified sampling, and the instrument for data collection were questionnaires based on Queen and Gareth model and Walton work life quality. The research findings concluded that there is direct and significant relation between organizational culture and quality of employees work life. The gap from the findings was that the university need to employ modern organizational cultures and cease using the hierarchal type of culture.

Benjamin (2015), work titled impact of organisational culture and leadership style on quality of work-life among employees in Nigeria, aids in explaining Organizational culture as a component of QWL. The research hypothesis was there will be a significant effect of organizational cultures as perceived by employee on quality of work life. The method employed for this study was descriptive and correlational. While for the instruments used for measures were the Leiden Quality of Work life Scale, Organizational Culture Scale and Supervisory Behaviour Description Questionnaire respectively for QWL, organizational culture and Leadership. The research findings concluded that there was a significant and positive relationship between organizational culture and QWL. These conclusions were supported by past

work of Berg (2003) and Goodman (2001), which suggested that organizational culture directly or indirectly influences an employee QWL.

Working Environment

According to Linguli (2013), work environment refers to everything that forms part of employees' involvement with the work itself, such as the relationship with co-workers and supervisors, organizational culture, and room for personal development. Swamy, Nanjundeswaraswamy and Rahmi (2015), further support this saying that work environment refers to where one works.

Kiriago and Bwisa (2013) research titled Working Environment Factors that Affect Quality of Work Life among Attendants in Petrol Stations in Kitale Town in Kenya aid in explaining the relationship between QWL and working environment. The study's objective was to identify working environment aspects that affect Quality of Work Life among petrol station attendants. This research employed questionnaires as a means of data collection while in nature the method it used was that of descriptive and correlational approach. The conclusion from this research was that poor safety and health conditions, work pressure or stress, and provision of inadequate working tools are environmental aspects that lead to a low Quality work Life experience at petrol stations. The research recommendations were that the stations needed to develop a professionalized occupational safety and health policies which will ensure all employees work in a safer environment.

Swamy, Nanjundeswaraswamy and Rahmi (2015) in their work, Quality of Work Life: Scale Development and Validation elaborate the importance of working environment as an aspect of QWL. The objective of their study was to develop a valid and reliable scale by considering the significant dimensions of Quality of Work Life of employees in Mechanical Manufacturing Small and Medium sized Enterprises

(SMEs) in Karnataka, India. From the findings the conclusion was that work environment greatly impacted QWL. The elements used in measuring this variable included Motivating Environment, Working condition, Time for personal care, Support for self-development Information's related to work Own Style and pace of work. From their findings they concluded that working conditions as an element of working environment had the greatest impact on an employee QWL. The other elements too had a significant impact.

Technology

Theil (2014), states that any new and better way of doing things is technology. According to Arthur (2009), technology is a means of carrying out human purpose. He also adds that technology can be viewed as the entire assembly of devices and engineering practices available to a culture. An aspect of technology is Information Technology, which in reference to Rouse (2016), is the use of any computers, storage, networking and other physical devices, infrastructure and processes to create, process, store, secure and exchange all forms of electronic data.

Axtel et. al (2002) in their research "Familiarity" breeds content: The Impact of Exposure to Change on employee openness and well-being note that Technology has an impact on QWL. The research relied on descriptive and correlational method. The instrument for data collection was a questionnaire. From the research findings they noted that technology facilitates complex jobs which as a result increase job satisfaction. Job satisfaction as previous studies have shown has a positive and significant relationship with Quality work life.

From their study, High performance work systems, Gollan, Davis and Harmberger (2005) explain technology and its relationship with QWL. Their research employed the descriptive and correlational method while use of questionnaire as an

instrument was administered. From their findings they concluded that technology aids in the use of high involvement work practices (HIWP). These practices include self-managed teams, employee involvement in decision making, and flattening of hierarchies. Head (2003) explains that HIWP aids workers by enabling provision of access to information for decision-making and on-line training. Also through technology managers are able to monitor employee activity and organizational process in real time. This is beneficial to managers and hence enhances their job

Performance

In reference to Spector as cited in Kaighobadi, Esteghlal and Mohebbi (2014), the relationship between job performance and QWL has been positive but modest in empirical studies. However, correlations between QWL and job performance have been unexpectedly high and strong for professional jobs with little supervision, low and weak for manually supervised jobs. QWL influences work motivation in general and other workplace behaviours such as turnover and absenteeism. Hackman and Oldham as cited in Kaighobadi, Esteghlal and Mohebbi (2014) emphasize that satisfied employees are more likely to experience high internal work motivation and to have lower absenteeism and turnover rates than their disappointed counterparts. Lau (2000) in her study of the Profit chain model used the Ad hoc methodology. The main elements of this Model were Performance and QWL. From the research she found out that service firms that prioritized QWL for their employees had better sales growth, asset growth, and return on asset growth (ROAG) over a five-year period when contrasted to other S&P 500. Using Casio's components, Najafi (2006) examined the relationship between quality of work life and profiting of middle managers of Iranian Companies. From the research findings he concluded that there exist a positive and significant correlation between QWL and Profiting. According to

him, 80% is the effect of other factors but about 20% of profiting is due to quality of work life. Fallah (2006) in her research on the relationship between Quality Work Life and performance of the staff of Kosar Economical Organization used Walton's components. From her findings, she concluded that a significant relationship between quality of work life and performance exist. Nayeri, et.al (2011), used the descriptive research method in their study on the relationship between QWL and productivity of clinical nurses working in the hospitals of Tehran University of Medical Sciences. Findings showed that the QWL is at a moderate level among 61.4% of the participants. Only 3.6% of the nurses reported that they were satisfied with their work. All that reported their productivity as being low had an undesirable quality of work life. From the findings, the researchers suggested that managers should adopt appropriate policies to promote the QWL and hence enhance productivity. Finally in examining the results of QWL relationship among managers in Shiraz town Kaighobadi, Esteghlal and Mohebbi (2014) noted that there is a positive relationship between quality of work life and organizational performance of Shiraz industrial town managers. This in essence meant that as the employee QWL increased so too did employee performance. The core of QWL impact on performance he noted was that, 58% of QWL factors impacted upon it. The rest was as a result of other determinants.

Critique of Literature Review

Past studies done on this topic have virtually been extensive in their coverage in explaining in detail QWL relationship with performance. Almost all of the past studies ranging from Lau (2000) through Fallah (2006) to Kaighobadi, Esteghlal and Mohebbi (2014) emphasize that there is a positive relationship between QWL and employee performance. And as much as the researcher agrees with their analysis of the relationship concluded, it is the researcher's opinion that the level of relationship

can increase. This in brief I mean to explain that, instead of having QWL factors affect employee performance at 58% we could have them affect this relationship at an even higher percentage. This can be achieved by not only relying on the Walton theory but by bettering it to include more dynamic features like Technological standards. The above 58% figure is from Kaighobadi, Esteghlal and Mohebbi (2014) study of QWL impact on managerial performance in Shiraz town. Also most of the past researches on this area have hardly included Tea firms and more so specifically in Kenya.

Research Gap

QWL research in Kenya is slowly on the rise. And as much as it is being studied, previous research has failed to specifically investigate QWL relationship among managerial performance in tea firms in Kenya. Also, based on past Literature review it is critical to ascertain the best variables based on the best theory to better capture QWL relationship with performance. As found out in the Critique, as much as the researcher is in agreement with the positive relationship between these variables it is the researcher's opinion that if better tailored (Variables), the level of relationship can increase. Past research more specifically the one done by Kaighobadi, Esteghlal and Mohebbi (2014) noted that for managerial performance in Shiraz town, 58% was influenced by QWL. Looking at that percentage, it is the researcher's opinion that as significant as it may be, it only emphasizes that the relationship between QWL and managerial performance is modest. And hence supports Fallah (2006) argument that Performance and QWL relationship is modest. For it to hit may be 70 per cent, it is my opinion that in that specific research that the author should have included the technology variable for consideration.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter presents the research design, target population, sample and sampling techniques, data collection, pilot study, data collection methods and analysis and finally ethical considerations

Research Design

The research design used in this study was the descriptive research and correlation method. Kowalczyk (2015), explains that descriptive research is a study designed to depict the participants in an accurate way. The significance of the descriptive research method is that it allowed the researcher an observational, case study and survey approach. Hence in using it, the researcher was able to capture the participants in their true element. Waters (n.d.) notes that correlational design is a quantitative method of research which involves two or more variables from the same group of subjects. The goal of this technique is to determine if there is any relationship between the variables. In reference to Kalla (2011) a correlation coefficient which ranges from -1 to +1 is used in determining the relationship among the variables which often ranges from, positive correlation, negative correlation and no correlation. For the purpose of this study the correlation coefficient enabled the researcher in establishing the degree of the relationship between the variables. Descriptive research method meanwhile aided the researcher in statistical analysis of the responses from the questionnaires.

Target Population

According to Kothari (2004) a population is the whole group that the research focuses on. It is the total number of subjects, or the total number of interests of

researcher (Oso & Onen, 2009). The total working population was 63. The target population for this study was six tea firms licenced and registered by the ministry of trade in Nandi County (MTNC, 2016) for a period of five years from 2012 to 2016. They were selected because they were assumed to have good managerial practices resources, motivation, resources and information to implement managerial performance as a result of performance management initiative (PMI) ran by the Ministry of Trade Nandi County (MTNC). From the selected tea firms, managers of all levels were identified as the respondents.

Sampling and sampling Techniques

Saunders et al. (2009), the sample frame is a complete list of all cases in the population from which the sample was drawn. A list of all tea firms registered as firms was obtained from the Ministry of Trade Nandi County (MTNC) and this formed the sample frame. The sampling frame and sample selection was summarized in the table below.

Table 2

Sampling Frame

Tea Firm	Number sampled
George Williamson Tea estate	27
DL KOISAGAT	8
CHEBUT	12
EMROK	6
Kipchabo Tea estate	10
Total	63

Source: MTNC (2016)

As a result of the small number of tea firms in Nandi County (6), it was possible to collect data from the entire population hence a census inquiry was used. A census is suitable when the universe is small and can be presumed to yield the highest accuracy as no element of chance is left since all items are covered (Kothari, 2004). The approach has been used in the past studies with similar sampling frames (Nixon 2011; Heentigala, 2011)

Research Instrument

The research instrument for this study was questionnaires. A questionnaire is a data collection instrument consisting of a series of questions to which all selected participants are required to respond (Bryman & Bell, 2007). A questionnaire was preferred in this study because it allowed for collection of standardized data which was easier to analyse, in addition enabling access to a bigger group of respondents cost effectively (Zakimund, 2010). The questionnaire on the independent variables was administered to managers of the selected tea firms. It consisted of a list of category questions, ranking questions and a 4 Likert scale questions. The 4 Likert scale had answers ranging from agree, tend to agree, tend to disagree, and disagree. These questions were used to collect questions on opinions and were noted for their ease of completion (Sekaran, 2009). A structured questionnaire was administered to 63 managers to collect primary data in order to get the relevant information regarding the relationship between QWL and managerial performance. (Debois 2016) explains that a questionnaire has various benefits which include scalability, speedy results and cost efficiency. This method captured a large number of people who were able to independently read and write. Questionnaires relied on anonymity whereby respondents' confidence was instilled in their answers. (Role, 2015).

Validity of the Questionnaire

Phelan and Wren (2005) explain that validity refers to how well a test measures what it is purported to measure. For research purposes this is so necessary since its aim is to compliment reliability. Role (2015), defines validity as the extent to which the instrument actually and accurately measures the concept to which it has been assigned. This is essentially in support of what Phelan and Wren explain. In order to be successful the researcher consulted an expert in this field. The expert aided in ascertaining the content validity of the questionnaire in relation to the research at hand.

Reliability of the Questionnaire

In reference to Phelan and Wren (2005), reliability is the degree to which an assessment tool produces stable and consistent results. In order to verify whether the items in the research questionnaire were reliable to measure the variables being studied, a pilot study was carried out at Eastern Produce Kenya. EPK is located near Nandi hills town and borders DL koisagat Tea estate and George Williamson Kapchorua factory. This tea firm has seven factories in Nandi County, all of them based in Nandi hills town. In total it had 100 managers whose output was of great help in ascertaining how measurable the questionnaire was. Selecting their head office, and two satellite factories I was able to distribute 29 questionnaires and got a response from 27 of them after a period of six days. The responses from the 27 managers indicated that the questionnaires were reliable and I could thus use it for the main research. The five part questionnaire consisted of the variables under study namely, technology, empowerment, working environment, organization culture and managerial performance. Technology with six items had a cronbach alpha of .649. The findings indicated that when the item *ICT systems support work processing at*

organizational level was deleted the cronbach alpha coefficient increased to .716. Noting this and in consultation with the statistician the researcher deleted this item and hence improved the questionnaire.

Empowerment with seven items had a cronbach level of .648 however the findings indicated that if the item *The autonomy I have over tasks impacts my efficiency* was deleted then the cronbach level increased to .680. The researcher however noted that deleting that item would have the questionnaire loose value in its meaning of empowerment. The next variable was working environment which had nine items and a cronbach level of .846. The researcher noting this indicated a good cronbach level saw no need of deleting any of the items. Organization culture consisting of 8 items had a cronbach level of .848. The researcher noted that none of the items on the list could be deleted to increases the cronbach level. Hence the researcher left the questionnaire as it was.

The final questionnaire was Managerial performance. This questionnaire had six items and a cronbach level of .881. Noting the high cronbach level the responses brought and taking into consideration the few number of items, the researcher decided that the questionnaire should be left as it was. From the above reliability findings the researcher was able to mainly improve the technology questionnaire by deleting the item *ICT systems support work processing at organizational level*. This in turn raised the cronbach level to .716 which in turn improved the questionnaire.

Data Gathering Procedures

Once data was validated, the researcher did seek the approval from the UEAB Research Review Committee and from the Graduate Studies. This approval was vital in enabling the researcher access to the intended firms for the research study. Once the researcher obtained the approval, the researcher did administer the questionnaires

to the managers. Taking note that census mode was used; the researcher ensured all the managers got their questionnaires. This meant visiting their respective offices and administering the questionnaires to them and in cases where they were not available the researcher left the questionnaires with their assistants and constantly by phone followed up on whether they were delivered to their superiors.

Statistical Treatment of the Data

The data analysis for this research relied on SPSS. Hence data from this study was represented using frequency tables. Inferential statistics was used to draw meaningful conclusion from the empirical data using Pearson product-moment correlation coefficient to establish the relationship between variables. The descriptive statistics used included computation of means, percentages and frequencies. These were used to describe the profile of respondents and to answer research questions 1 and 2. Research question 3 relied on the Pearson coefficient correlation so as to determine the relationships between the variables.

Finally for research question 4, this was answered using inferential statistics which entailed use of regression analysis. This aided in using the dependant variable managerial performances as being a function of Organization culture and working environment.

Ethical Considerations

The researcher followed the ethical principles in regards to research. The principles the researcher abided by ranged from, quality and integrity research, informed consent, confidentiality of respondents, and legal consent.

Informed Consent

The researcher asked the respondent to freely participate. Prospective participants were alerted of the nature of the research, provided with all information

relevant to their decision to participate, and invited to take part at their own discretion. Plain, simple and easy to understand language was used to assist in quick responses and where needed, interpretation was provided.

Privacy and Confidentiality

Participants' names were not required. This ensured that the identities and information acquired from respondents were kept secure from interception or appropriation by unauthorized persons, or for non-research purposes. Thus, proper coding to the questionnaire was applied.

Respect for Intellectual Property

The researcher acknowledged the authors of articles, journals, magazine, websites, news, theses and published books used in the study. Furthermore, institutions and people that contributed to the success of this study were duly acknowledged. To ensure that respect of intellectual property was adhered, a copy of the research was submitted to the Baraton Research Review Committee, and to the National Commission for Science, Technology and Innovation (NACOSTI) for a thoroughly review.

Legal Consent

The researcher requested permission to carry out the research in the Tea firms within Nandi County. With the recommendation from supervisors and UEAB research review committee and the Director of Research and Graduate Studies, the researcher was able to carry out the research.

CHAPTER FOUR

PRESENTATION OF FINDINGS, ANALYSIS AND INTERPRETATION

This chapter presents the findings, data analysis and interpretation of the data gathered in *An investigation of the influence of quality of work life on managerial performance in tea farm firms in Nandi County, Kenya*. The data analysis follows the order of the research questions developed during proposal writing. The analysis of the data aims at answering the research questions.

Demographic Profile of respondents

In terms of the respondents profile the following attributes were taken into consideration: age, education level, years at the firm and income level.

Age

Table 3

Age of Respondents

Analysis of respondents age

	Frequency	Percent	Valid Percent	Cumulative Percent
25-30 years	3	4.8	4.8	4.8
31-36 years	13	20.6	20.6	25.4
Valid 37-48 years	18	28.6	28.6	54.0
49 years and above	29	46.0	46.0	100.0
Total	63	100.0	100.0	

Source: Author 2017

The table above shows that 4.8% of the respondents are aged between 25 – 30 years, 20.6% are aged between 31 – 36 years, 28.6% are aged between 37 – 42 years, while 46.0% are aged above 43 years. This key demographic information is vital in enabling the researcher has a better profile on the respondents. Majority of the

respondents from the findings are aged 49 and above this is mainly because in most institutions, the senior positions are often held by people with more experience which often is related to age.

Years Served at the Firm

The following part highlights the number of years managers have served in their particular tea firms in Nandi County, Kenya. This part is subdivided into five sections which are highlighted below.

Table 4

Years at the firm

Years served at the firm

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-5 years	11	17.5	17.5	17.5
6-10 years	11	17.5	17.5	34.9
11-15 years	16	25.4	25.4	60.3
16-20 years	12	19.0	19.0	79.4
Over 20 years	13	20.6	20.6	100.0
Total	63	100.0	100.0	

Source: Author (2017)

The above table shows the number of years the managers have been at their respective firm. The results indicate that 17.5% of the respondents have worked in their designated firms for 1-5 years, 17.5% of the managers have served for 6-10 years, 25.4% of the respondents have served for a period of 11-15 years, and 19.0% have worked for 16-20 years while 13.0% have been with their respective firm for over 20 years. From the findings the conclusion is a majority of the managers have served at their respective firms for a period of 11 years and above. The conclusion here is that, most of these firms value loyalty, and hence offer managerial positions as a reward. This is evident by the fact that 40% of the respondents reported being at their firms for over 16 years and above.

Educational Level

The following part shows the highest educational level attained by the managers of the tea firms in Nandi County, Kenya. In highlighting this, the below section is broken into five parts namely: Certificate, diploma, bachelor's degree, master's degree and other.

Table 5

Educational Level

		What is your highest educational level?			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	9	14.3	14.3	14.3
	Diploma	9	14.3	14.3	28.6
	Bachelor's degree	26	41.3	41.3	69.8
	Master's degree	9	14.3	14.3	84.1
	Other	10	15.9	15.9	100.0
	Total	63	100.0	100.0	

Source: Author (2017)

From the above table the findings indicate that 14.3% of the managers have certificate as their highest qualification, and another 14.3% have Diploma as their highest qualification. 41.3% have a bachelor degree, while 14.3% have a master's degree as their highest qualification. The rest 15.9% of the respondents' populace have other as their highest qualification. From the findings the researcher concluded that a majority of the respondents have a bachelor's degree or a master's degree as their highest qualification. The reason for this is that in order to perform managerial duties a bachelor's degree is an important asset in enabling this. The 15.9% of the respondents, who majorly cited "other" qualification, were mainly accountants who wrote on the questionnaire CPA while circling other.

Table 6

Income Level

What is your income level?				
	Frequency	Percent	Valid Percent	Cumulative Percent
	34000-39000	7	11.1	11.1
	40000-55000	11	17.5	28.6
	56000-71000	12	19.0	47.6
Valid	72000-87000	6	9.5	57.1
	88000-103000	7	11.1	68.3
	104000 and above	20	31.7	100.0
	Total	63	100.0	100.0

Source: Author (2017)

The table above indicates that 11.1% of the respondents earn between Ksh.34,000 and 39,000, 17.5% earn between 40,000 and 50,000, 19.0% earn between 56,000 and 71,000, 9.5% earn between 72,000 and 87,000, 11.1% earn between 88,000 and 103,000 while 31.7% earn 104,000 and above. From the findings a majority of the respondents earned above 72,000. This is since majority of these firms pay highly their managers. The diversity in pay was mainly due to managerial rank and type of the firm. George Williamson the Multinational firm had several of its respondents being paid above 104,000. Another firm that had its respondents paid at that rate was Kipchabo tea factory. The other private and locally owned firms paid only their General Managers that much and in some cases like DL Koisagat 88 – 103,000 was the maximum.

Research Questions

Under this section, the researcher found out answers for the first research question thus; what is the evaluation rating of managers of the following quality of work life indicators?

- a. Empowerment

- b. Organization culture
- c. Working environment
- d. Technology

For the above QWL indicators the following scale is used in interpretation of the overall mean. 1.0 – 1.49 – Poor, 1.50 – 2.49 – Fair, 2.50 – 3.49 – Good, 3.50 – 4.0 – Very Good.

Below are the item responses for empowerment.

Table 7

Empowerment

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
The autonomy I have over tasks impacts my efficiency	63	2	4	3.48	.564
I'm allowed to be creative in solving problems within my purview	63	1	4	3.46	.643
The avenues of communication across departments is satisfactory	63	2	4	3.57	.530
The organization career prospect impacts my productivity	63	1	4	3.56	.616
Managerial trainee programs are useful	63	3	4	3.75	.439
Communication across the organization aids in reduction of red tapes and hence ease organizational processes	63	1	4	3.65	.600
My input in organizational decision affects my performance	63	1	4	3.48	.780
Empowerment	63	2.29	4.00	3.5624	.34316
Valid N (listwise)	63				

Source: Author (2017)

In ascertaining empowerment as a QWL indicator the researcher relied on seven items that the managers did input their responses on. The above table indicates that the managers viewed empowerment as a QWL indicator. This is validated by the mean and standard deviation of their responses. The overall mean of their responses was 3.5624 with a standard deviation of 0.34316 which indicates that their responses were homogenous. The item with the highest mean was “Managerial trainee programs are useful”. It had a mean of 3.75 and a standard deviation of 0.439, hence indicating that the managers agreed that managerial trainee programs were useful. The item with the second highest mean was “Communication across the organization aids in reduction of red tapes and hence eases organizational processes”. This item had a mean of 3.65 and a standard deviation of 0.600 hence indicating that the managers agreed with this statement. “The avenues of communication across departments are satisfactory” had the third highest mean of 3.57 and a standard deviation of 0.530. This means that the managers agreed that the avenues of communication across departments were satisfactory. The item with the fourth highest mean was “The organization career prospect impacts my productivity”. The mean was 3.56 with a standard deviation of 0.616, hence also meaning that the managers agreed with this statement. Two items had a similar mean of 3.48 and they are “My input in organizational decision affects my performance” and “The autonomy I have over tasks impacts my efficiency”. However the former statement had a more heterogeneous response compared the later as a result of their varying standard deviations. Both this statements indicated that the managers did tend to agree with. The item with least mean was “I’m allowed to be creative in solving problems within my purview”. This statement had a mean of 3.46 and a standard deviation of 0.643.

Hence indicating that on this statement the managers, tend to agree that they are allowed to solve problems within their purview.

From the findings, citing the item with the highest mean which was *managerial trainee programs are useful*, the researcher concluded that the firms need to continue with these programs as it does boost the empowerment of their managers and hence their QWL. In interpretation of the item with the least mean the researcher noted that the managers viewed their ability to be creative in solving problems within their purview as being somehow limited. The researcher hence recommended that in order to boost the managerial empowerment, firms should allow for more creative room in solving problems.

Finally with the cumulative mean being 3.54, this showed that the managers rating for empowerment was very good. Meyerson and Dewettinck (2012), noted that empowerment significantly affects employee performance. In their study they found out that empowerment implementation by way of delegation and reward giving caused employee performance to improve. Focusing on this current research, items such as “The organization career prospect impacts my productivity” and “managerial trainee programs are useful” had very good ratings. These two items represent the empowerment factors of delegation and reward giving which according to Meyerson and Dewettinck (2012) findings impact performance. Hence indicating that with this study the managerial performance was likely to be good.

Organization culture

Table 8

Organizational Culture

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
Team work and cooperation within the organization is a priority	63	1	4	3.68	.563
Encouragement provided by teammates in the group is good	63	1	4	3.59	.638
The level of work and responsibility given to me is appropriate to my skills and capabilities	63	2	4	3.51	.592
My department allows for the possibility of performing multi tasks	63	2	4	3.62	.521
The job security is good	63	1	4	3.22	.924
The benefits plan for health is satisfactory	63	1	4	3.21	.786
The benefits plan for my retirement is satisfactory	63	1	4	3.16	.954
The benefits plan for my life insurance is satisfactory	63	1	4	3.11	.969
Organizational Culture	63	1.75	4.00	3.3869	.51083
Valid N (listwise)	63				

Source: Author (2017)

In terms of Organization culture as a quality of work life indicator, the managers on average tend to agree that it does influence their performance. This can be seen from the homogenous response of the respondents, which is confirmed by a 3.3869 mean and a standard deviation of .51083. In order to ascertain the managerial evaluation rating for this QWL indicator, eight items were considered. The mean for the responses ranged from the highest mean having 3.68 to the lowest having 3.11.

“Team work and cooperation within the organization is a priority”, produced the

highest mean of 3.68 with a standard deviation of 0.563, showing that the managers agreed that their various organizations prioritized team work. “My department allows for the possibility of performing multi tasks”, had the second highest mean of 3.62 with a standard deviation of 0.521 hence indicating that the managers agreed that their respective organizations allowed for possibilities of multitasking. “Encouragement provided by teammates in the group is good” had the third highest mean of 3.59 and a standard deviation of 0.638. This also implies that the managers agreed with this statement. “The level of work and responsibility given to me is appropriate to my skills and capabilities”, had the fourth highest mean of 3.51 and a standard deviation of 0.641 which indicates that the managers agreed with this statement. “The job security is good” came in at fifth position with a mean of 3.22 and a standard deviation of 0.924. This implied that the managers tend to agree that their respective organizations job security was good. “The benefits plan for health is satisfactory”, had the sixth highest mean of 3.21 and a standard deviation of 0.786, which means that the employees also tend to agree with this statement. “The benefits plan for my retirement is satisfactory” had the second lowest mean of 3.16 and a standard deviation of 0.954 which means that the managers also tend to agree with this statement. “The benefits plan for my life insurance is satisfactory” produced the lowest mean at 3.11 and a standard deviation of 0.969. This means that the managers tend to agree that this statement had an influence on their managerial performance.

In interpretation of the item with the highest mean which showed that the organizations prioritized team work the researcher interprets that this culture practice as being impactful and hence recommends that the organizations continue in this path as results from past literature indicate it boosts the organizations culture and hence the QWL. In terms of the item with the least mean the researcher interprets that the

benefits plan for the employee life insurance should be improved. Hence in conclusion the researcher recommends that the firms need to review this plan in order to improve more the organization culture.

Finally, with the cumulative mean being 3.3869, the researcher concludes that the managers' evaluation rating for Organization culture as being good. According to Awadh and Saad (2013), organizations with strong organizational cultures based on their values and norms, have a competitive advantage. This is since from their findings they concluded that strong organization cultures greatly impact performance. Linking this conclusion with the researcher's current study it is clear to see, that items that represent the respective firms' values and norms were well rated. Hence this research expects that organization culture impacts positively managerial performance.

Working Environment

The following part highlights the evaluation rating of managers on working environment as a QWL indicator. The working environment is described in nine items as follows;

Table 9

Working environment

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I find the working hours provided by the firm as satisfactory	63	1	4	3.59	.638
I'm in agreement with the number of long weekends I receive annually	63	1	4	3.10	.995
Communication amongst departments is good	63	2	4	3.54	.618
The cooperation amongst departments is excellent	63	2	4	3.46	.534
Tools provided for my work enhance my productivity	63	2	4	3.65	.544
The organization prioritizes the health of its employees	63	2	4	3.54	.534
The environment I work in is safe	63	2	4	3.75	.474
In our company there is a balance between stated objectives and resources provided.	63	2	4	3.48	.669
Health and safety conditions are satisfactory	63	1	4	3.70	.586
Working Environment	63	2.11	4.00	3.5326	.38961
Valid N (listwise)	63				

Source: Author (2017)

From the above table the responses are found to have a cumulative mean of 3.5326 with a standard deviation of 0.38961. The item with the highest mean was "The environment I work in is safe". This item had a mean of 3.75 and a standard deviation of 0.474 meaning that the managers agreed that the environment they worked in was safe. "Health and safety conditions are satisfactory" was the item with the second highest mean. This item had a mean of 3.70 and a standard deviation of

0.586. The item with the third highest mean was “Tools provided for my work enhance my productivity”. This item had a mean of 3.65 and a standard deviation of 0.544, hence indicating that the managers agreed with this statement. The following items were rated as follows. “I find the working hours provided by the firm as satisfactory” with a mean of 3.59 and a standard deviation of 0.638. “Communication amongst departments is good”, with a mean of 3.54 and a standard deviation of 0.618. “The organization prioritizes the health of its employees” with a mean of 3.54 and a standard deviation of 0.534. This means that the respondents agreed with the above three statements. The item with the sixth highest mean is, “In our company there is a balance between stated objectives and resources provided.” This item has a mean of 3.48 and a standard deviation of 0.669. the item that follows after this is “The cooperation amongst departments is excellent”, this item has a mean of 3.46 and a standard deviation of 0.534 which means that the respondents tend to agree that cooperation amongst departments is excellent. The item with the least mean is “I’m in agreement with the number of long weekends I receive annually” this item has a mean of 3.10 and a standard deviation of 0.995. This means that the managers tend to agree with the number of long weekends they receive annually.

From the findings, the researcher interprets that the organization overall environment is safe. From this conclusion, the researcher recommends that the firms continue down this path. A review though, of the number of long weekends the firms offer their managers should be conducted. This in essence will improve the working environment.

Finally, with the overall mean being 3.5326, the managers rating for working environment is revealed as being very good. Mathews and Khann (2016) in their research titled *Impact of Work Environment on Performance of Employees in*

Manufacturing Sector in India: Literature Review note that when the working environment is good employee performance is enhanced. From their study they determine that the working environment factors that mainly impact productivity are those concerning organizational procedures and managerial requirements. In the case of the researchers study items that correspond to this conclusion include “Communication amongst departments is good” and “Health and safety conditions are satisfactory”. These two items had a mean of 3.54 and 3.70 respectively. This shows that the managers agree with the above statements. Thus indicating that with the working environment being good managerial performance is to be impacted positively.

Technology

In the following part, the researcher determines from the employee response their evaluation rating of technology as a QWL indicator. To gauge this indicator the following items are taken into consideration:

Table 10

Technology

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
The communication systems improve communication across the organization	63	3	4	3.89	.317
The communication systems aid in my decision making	63	3	4	3.79	.408
The office automation systems enhance organizational processes	63	2	4	3.83	.423
Production systems at work aids worker productivity.	63	2	4	3.65	.513
Personal information systems allows me to work more efficiently	63	2	4	3.56	.562
Technology	63	3.00	4.00	3.7429	.28608
Valid N (listwise)	63				

Source: Author (2017)

From the above table the cumulative mean for this QWL indicator is 3.7429 with a standard deviation of 0.28608. The highest mean is 3.89 while the least mean is 3.56. The item with the highest mean is “The communication systems improve communication across the organization”. This item has a mean of 3.89 and a standard deviation of 0.317. This means that the respondents agree that the communication systems improve communication across the organization. The item with the second highest mean is “The office automation systems enhance organizational processes”. This item has a mean of 3.83 and a standard deviation of 0.423. This means that the managers agree that the office automation systems enhance organisational processes. The item with the third highest mean is “The communication systems aid in my decision making”. This item has a mean of 3.79 and a standard deviation of 0.408.

This indicates that the managers agree that communication systems aid in their decision making. The item with the second lowest mean is “Production systems at work aids worker productivity.” This item has a mean of 3.65 and a standard deviation of 0.513, meaning that the respondents agree that productions systems at work aid worker productivity. The item with the least mean is “Personal information systems allows me to work more efficiently”. This item has a mean of 3.56 and a standard deviation of 0.562, this signifies that the respondents agree that personal information systems allow them to work efficiently.

With all the items weighed, their cumulative mean is 3.7429. This implies that the managers’ evaluation rating for Technology in their respective firms as a QWL indicator is very good. According to Reddy, Srinivasu, Rikkula and Rao (2009), when Technology is good in an organization, the employee performance is enhanced. In Reddy et.al work titled “Management information system to help managers for providing decision making in an organization,” they cite how technology aids in provision of timely and relevant information useful in decision making. This then aids an organization in its planning and control functions. In context with the researchers study, one of the items with one of the highest mean was “Communication systems aid in my decision making.” Thus, in linking this finding to Reddy et.al (2009) Literature, the researcher concludes that technology enhances effectiveness which is impactful on performance.

Managerial self-evaluation rating

This section highlights how the managers rated themselves and is the basis for the second research question: *What is the self-evaluation rating of managers on their managerial performance?*

For this section the researcher selected six items to validate this rating. The items were:

Table 11

Managerial self-evaluation rating

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
I am able to use the technological devices to effectively monitor information that goes across my department	63	1	4	3.48	.840
I am able to communicate effectively to my subordinates	63	1	4	3.65	.572
I am able to effectively liaison for the organization with other stake holders	63	1	4	3.52	.759
I am able to effectively delegate duties to my subordinates	63	1	4	3.54	.668
I have a say in the budgetary allocation of resources within the organization	63	1	4	3.29	.851
I am able to represent my department in union negotiations and purchases	63	1	4	3.02	1.085
Managerial Performance	63	1.00	4.00	3.4153	.62639
Valid N (listwise)	63				

Source: Author (2017)

From the above table the cumulative mean for the responses is found to be 3.4153 with a standard deviation of 0.62639. The highest mean is 3.65 while the lowest mean is 3.02. “I am able to communicate effectively to my subordinates” is the item with the highest mean. This item has a mean of 3.65 and a standard deviation of 0.572. This indicates that the managers agree that they are able to communicate

effectively to their subordinates. “I am able to effectively delegate duties to my subordinates” is the item with the second highest mean. This item boasts a mean of 3.54 and a standard deviation of 0.668 emphasizing that the respondents agree that they are able to effectively delegate duties to their subordinates. The item with the third highest mean is “I am able to effectively liaison for the organization with other stake holders”. This item has a mean of 3.52 and a standard deviation of 0.759, signifying that the respondents agree that they are able to effectively liaison for the organization with other stake holders. The item with the fourth highest mean is “I am able to use the technological devices to effectively monitor information that goes across my department” this item holds a mean of 3.48 and a standard deviation of 0.840, hence showing that the managers tend to agree that they are able to use the technological devices to effectively monitor information that goes across their departments. “I have a say in the budgetary allocation of resources within the organization” is the item with the fifth highest mean. The mean and standard deviation for this item is 3.29 and 0.851 respectively. This means that the managers tend to agree that they have a say in the budgetary allocation of resources within the organization. The item with the least mean is “I am able to represent my department in union negotiations and purchases”. This item holds a mean and standard deviation of 3.02 and 1.085 respectively. This emphasizes that the respondents tend to agree that they are able to represent their departments in union negotiations and purchases.

In summary this findings conclude that the managers’ self-evaluation rating for their performance was good. According to Awadh and Saad (2013), organizations with good managerial performance have a competitive advantage. In relation to the current study, the fact that the managerial self-evaluation rating was good, it is expected that these firms have a competitive advantage.

Relationship between Quality of work life indicators and managerial performance

This phase is the basis for the third research question. Which is, *is there a significant relationship between quality of work life indicators and managerial performance?*

In order to effectively ascertain this, the correlations of a certain value are associated with a certain degree of relationship such as:

0.81 to 1.0 = Strong, 0.30 to 0.80 = Moderate, 0.0 to 0.29 = Weak

Table 12

Correlations

Correlations						
	Managerial Performance	Technology	Working Environment	Empowerment	Culture	
Managerial Performance	Pearson Correlation	1	.447**	.748**	.652**	.783*
	Sig. (2-tailed)		.000	.000	.000	.000
	N	63	63	63	63	63
Technology	Pearson Correlation	.447**	1	.583**	.304*	.479*
	Sig. (2-tailed)	.000		.000	.015	.000
	N	63	63	63	63	63
Working Environment	Pearson Correlation	.748**	.583**	1	.559**	.779*
	Sig. (2-tailed)	.000	.000		.000	.000
	N	63	63	63	63	63
Empowerment	Pearson Correlation	.652**	.304*	.559**	1	.719*
	Sig. (2-tailed)	.000	.015	.000		.000
	N	63	63	63	63	63
Culture	Pearson Correlation	.783**	.479**	.779**	.719**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	63	63	63	63	63

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

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

The correlation coefficient between managerial performance and the independent variables ranges from 0.447 to 0.783 with a significant level of 0.005.

This means that there is a moderate, positive and significant relationship between managerial performance and the independent variables.

The overall correlations addressed in the above table are as follows:

- i. There is a positive moderate correlation of 0.783 and a significant relationship between Organization culture and managerial performance. This means that an increase in organization culture increases the rate of managerial performance.
- ii. There is a positive moderate correlation of 0.652 and a significant relationship between empowerment and managerial performance. Thus indicating that an increase in empowerment results in an increase in managerial performance.
- iii. There is a positive moderate correlation of 0.748 and a significant relationship between working environment and managerial performance. Hence suggesting that an improvement in the working environment improves managerial performance.
- iv. There is a positive moderate correlation of 0.447 and a significant relationship between Technology and managerial performance. Therefore this indicates that an improvement in technology will improve the managerial performance

The results show that managerial performance is influenced moderately by the following quality of work life indicators, Culture, empowerment, working environment and Technology. This thus shows that an increase in any of the above independent variables will lead to an increase in managerial performance. Hence based on the results obtained from the research we reject the proposed null hypothesis that there is no significant relationship between quality of work life indicators and managerial performance.

QWL indicators that best predict managerial performance

This next phase is mainly meant to address the fourth research question that; which quality of work life indicators best predicts managerial performance?

The table below aids in answering this.

Table 12

Best predictors

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.783 ^a	.614	.607	.39244
2	.814 ^b	.662	.651	.37009

a. Predictors: (Constant), Organization Culture

b. Predictors: (Constant), Organization Culture, Working Environment

From the above table Organization culture has the best correlation of 0.783 with managerial performance however when combined with working environment the correlation moves to 0.814 which represents a strong correlation between this independent variables and managerial performance.

Hence from the above analysis, the best QWL predictors for managerial performance are Organizational Culture and Organizational Culture, Working environment. Looking at the latter which of the two is the best predictor for managerial performance, 60.7% of the variance in managerial performance is accounted for by organizational culture and 3.4% of the variance in managerial performance is accounted for by working environment.

Table 13

Multiple Linear Regressions

Model		Coefficients ^a			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.162	.334		.484	.630
	Organizational Culture	.961	.098	.783	9.847	.000
2	(Constant)	-.696	.430		-1.618	.111
	Organizational Culture	.626	.147	.510	4.261	.000
	Working Environment	.564	.192	.351	2.931	.005

a. Dependent Variable: Managerial Performance

Linear Regression

The linear regression for the above table is;

Equation 1. Managerial performance = 0.961(organizational culture)

Equation 2. Managerial performance = 0.626(organizational culture + 0.564(working environment)).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents a summary of the study's findings, conclusions, recommendations and suggestions for areas for further studies.

Summary of the Study

The main goal of this study was to *investigate the influence of quality of work life on managerial performance in tea farm firms in Nandi County, Kenya*. To achieve this, the research used the following quality of work life indicators namely, empowerment, organizational culture, working environment and technology. These indicators were mainly borne from the Walton theoretical framework. The Walton theory consists of indicators such as safe and healthy environment, constitutionalism in the organization, opportunity for continued growth and security etc. for this study's purpose the researcher used more general terms to capture these indicators. For instance for empowerment the researcher used, constitutionalism in the organization and opportunity for continued growth and security.

The QWL indicators provided the basis for the four research questions conceived. In an effort to ascertain these research questions, the researcher used correlational design and descriptive research method. In using the descriptive research method, the researcher relied on its survey method which entailed distribution of questionnaires to the various tea firms in Nandi County, Kenya. A sample of 63 from a total population of 63 responses were analysed by use of the SPSS package. The SPSS package entailed use of descriptive statistics such as percentages, standard deviations, means, frequencies, multiple regression analysis and Pearson product-

moment correlation coefficient. The correlational design was then used to ascertain the degree of correlation amongst the variables. This was vital in providing the analysis for the rejection of the null hypothesis.

Summary of Findings

After considerate analysis of the data below are the findings in chronological order of the research questions.

1. In terms of the first research question the researcher noted that the managers' rated highly the QWL indicators.
 - a) For empowerment, the research indicated that the evaluation rating was very good. From the respondents' responses, *managerial trainee programs are useful* was the best rated item hence indicating that the programs being offered by the firms as being very good. Meyerson and Dewettinck (2012) note that when such empowerment norms are adhered to the performance levels are expected to increase. Thus with this study the same is to be expected.
 - b) In terms of organization culture this indicator was rated as being good. The respondents mostly cited that "Team work and cooperation within the organization was a priority" which had a mean of 3.69 thus implying that their respective organizations prioritized team work and cooperation. According to Ashwad and Saad (2012) prioritizing such norms greatly impacts on employee performance. In terms of the benefits plan the study showed that based on the responses this was an area that needed to be improved in order to enhance more the QWL
 - c) The working environment, based on the overall mean was rated as being very good. The respondents were certain "*The environment I work in is safe*". This statement had a high mean of 3.75.

- d) For technology the study based on the cumulative mean revealed that the evaluation rating was very good. Majority of the respondents cited that *the communication systems improve communication across the organization*. Thus aiding in their decision making and communication to their subordinates.
2. For the second research question, the study revealed that managers rated their managerial performance as being good. They mainly emphasized that they agreed with their ability to communicate effectively to their subordinates and their ability to delegate the duties to them as some of the roles they were able to effectively perform.
3. There is a significant positive and moderate relation between the Quality work life indicators and managerial performance.
4. That as QWL indicators Organizational Culture and working environment combined, best predict managerial performance. Their correlation is at 0.814 which signifies a strong relationship with managerial performance. 60.7% of the variance in managerial performance is accounted for by organizational culture and 3.4% of the variance in managerial performance is accounted for by working environment.

Conclusions

In an investigation of the influence of quality of work life on managerial performance in tea farm firms in Nandi County, Kenya, the researcher based on the above findings was able to conclude that:

1. The managers rated Technology, empowerment and working environment as being very good. When it came to Organization culture the managers rated it as being only good. For empowerment the managers cited the managerial trainee programs as being useful while for the working environment the

managers cited communication amongst the department as being good. When it came to technology they cited that the communication systems were instrumental in facilitating for their efficiency. The study also revealed that the organizations need to re-evaluate their benefits plan and the number of long weekends offered to the managers. These items recorded the least means and if improved will impact greatly the organizations culture.

2. The self-evaluation rating for managerial performance was good. In the sense the managers agree that they are able to effectively delegate duties and efficiently communicate with their subordinates. Another factor supporting the good self-evaluation rating is the ratings of the independent variables. From the study's literature review and notably from Kaighobadi et.al (2014), when there is a positive relation between QWL and performance, then the performance is expected to be good.
3. There is a significant positive relationship between QWL indicators and managerial performance and hence the researcher rejects the proposed null hypothesis. The positive relationship suggests that an increase in the independent variables leads to an increase in the dependent variable.
4. Organizational culture and working environment as combined QWL indicators best predict managerial performance. Also, on its own Organizational culture as a QWL indicator follows as being the second best predictor of managerial performance.

Finally, from the profile of the respondents the results show that the studied firms value organizational citizenship. This is since more than half of the managers indicated that they had been with the organization for more than 11 years. This hence supports the conclusion that the firms QWL is good, since if it was not, then most of

these managers will have left already. Also, a look at the educational level of the respondents and their income level show that there is a relation. This is since most of the respondents indicated that they had attained a bachelor's degree with a majority also indicating that they earned a salary of 101,000 and above.

Recommendations

Based on the research findings and conclusions the researcher recommends the following;

- a. That the tea firms should improve elements of their organization culture in order to improve the overall QWL. To do so first they should analyse and review their organizations benefits plan on life insurance and retirement. This, the researcher noted will improve the organizational culture and hence the QWL. Secondly when it comes to the annual long weekends the organizations give to the managers the researcher proposes a review of it in a way that most managers will agree with it. From the findings these three items recorded the lowest means but it should be noted that these means still ranged on tend to agree. Also the firms should continue with their technological standards as from the research this element of QWL recorded the highest means. Knowing the dynamic nature of this element the firms will best be advised to continually improve the technology.
- b. Continual deployment of the management trainee programs so as to continue bettering the managers' empowerment.
- c. With a significant positive relationship amongst the variables, the firms should improve the QWL indicators so as to improve the managerial performance.

- d. In terms of the working environment and organizational culture the firms should continue with their high standards of it. This will aid in enhancing it and hence better the QWL.

Recommendations for further study

Based on the research findings the researcher recommends the following recommendations for further study;

- a. Use of other QWL indicators like adequate and fair compensation. This in the long run might influence the degree of the correlation between the variables to move from moderately positive to strong positive correlation.
- b. Finally this research focus was in Nandi County, the researcher thus recommends studies in other tea producing counties so as to ascertain for any varying differences.

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APPENDICES

A: Questionnaire

I am an MBA student at the University of Eastern Africa, Baraton, Kenya, majoring in Management. The questionnaire is purely meant for academic purposes. I request your assistance and participation in the study by honestly answering the questions provided. The questionnaire helps to collect data which will be used to conduct a research on *An Investigation of Quality Work Life and its Relationship with Managerial Performance in tea firms in Nandi County*. All information shall be treated with utmost care and confidentiality.

Thank you for your positive response

Demographic information

Instruction: please tick or fill in as appropriate about you.

1. What is your age?

i. 25-30 () ii. 31-36 () iii. 37-48 () iv. 49- And above ()

2. What is your highest educational level?

i. Certificate ()

ii. Diploma ()

iii. Bachelor's degree ()

iv. Master's degree ()

v. Doctorate ()

vi. Other specialization

3. How many years have you worked for the institution?

i. 1-5 years () ii. 6-10 years () iii. 11-15 years ()

iv. 16-20 years () v. Over 20 years ()

4. What is your income level?

i. 34000-39000 () ii. 40000-55000 () iii. 56000-71000 ()

iv. 72000-87000 () v. 88000-103000 () vi. 104000 and above ()

To complete the questionnaire, read and then rate each statement according to the following scale: 4 Agree, 3 tend to agree, 2 Tend to disagree, 1 Disagree.

Section B: Technology

In ascertaining questions that will be the basis for this particular variable focus will be on how Technology affects, Productivity, decision making, communication and processes.

The communication systems improve communication across the organization	4	3	2	1
The communication systems aid in my decision making	4	3	2	1
The office automation systems enhance organizational processes	4	3	2	1
Production systems at work aids worker productivity.	4	3	2	1
Personal information systems allows me to work more efficiently	4	3	2	1

Section C: Working Environment

To complete the questionnaire, read and then rate each statement according to the following scale: 4 Agree, 3 tend to agree, 2 Tend to disagree, 1 Disagree. **Circle your answer**

I find the working hours provided by the firm as satisfactory	4	3	2	1
I'm in agreement with the number of long weekends I receive annually	4	3	2	1
Communication amongst departments is good	4	3	2	1
The cooperation amongst departments is excellent	4	3	2	1
Tools provided for my work enhance my productivity	4	3	2	1
The organization prioritizes the health of its employees	4	3	2	1
The environment I work in is safe	4	3	2	1
In our company there is a balance between stated objectives and resources provided.	4	3	2	1
Health and safety conditions are satisfactory	4	3	2	1

Section D: Empowerment

To complete the questionnaire, read and then rate each statement according to the following scale: 4 Agree, 3 tend to agree, 2 Tend to disagree, 1 Disagree. **Circle your answer**

The autonomy I have over tasks impacts my efficiency	4	3	2	1
I'm allowed to be creative in solving problems within my purview	4	3	2	1
The avenues of communication across departments is satisfactory	4	3	2	1
The organization career prospect impacts my productivity	4	3	2	1
Managerial trainee programs are useful	4	3	2	1

Communication across the organization aids in reduction of red tapes and hence ease organizational processes	4	3	2	1
My input in organizational decision affects my performance	4	3	2	1

Section E: Organizational Culture

To complete the questionnaire, read and then rate each statement according to the following scale: 4 Agree, 3 tend to agree, 2 Tend to disagree, 1 Disagree. Circle your answer

Team work and cooperation within the organization is a priority	4	3	2	1
Encouragement provided by teammates in the group is good	4	3	2	1
The level of work and responsibility given to me is appropriate to my skills and capabilities	4	3	2	1
My department allows for the possibility of performing multi tasks	4	3	2	1
The job security is good	4	3	2	1
The benefits plan for health is satisfactory	4	3	2	1
The benefits plan for my retirement is satisfactory	4	3	2	1
The benefits plan for my life insurance is satisfactory	4	3	2	1

Section F: Managerial performance Questionnaire

To complete the questionnaire, read and then rate each statement according to the

following scale: 4 Agree, 3 tend to agree, 2 Tend to disagree, 1 Disagree. **Circle your**

answer

I'm I able to use the technological devices to effectively monitor information that goes across my department?	4	3	2	1
I'm I able to communicate effectively to my subordinates?	4	3	2	1
I'm I able to effectively liaison for the organization with other stake holders?	4	3	2	1
I'm I able to effectively delegate duties to my subordinates?	4	3	2	1
Do I have a say in the budgetary allocation of resources within the organization?	4	3	2	1
I'm I able to represent my department in union negotiations and purchase's?	4	3	2	1

APENDIX B: Reliability Analysis

Reliability (Empowerment)

Case Processing Summary

		N	%
Cases	Valid	27	100.0
	Excluded ^a	0	.0
	Total	27	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.649	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The autonomy I have over tasks impacts my efficiency	20.9630	6.268	.107	.680
I'm allowed to be creative in solving problems within my purview	20.9259	4.917	.523	.558
The avenues of communication across departments is satisfactory	20.7407	5.584	.392	.605
The organization career prospect impacts my productivity	21.0000	4.538	.623	.518
Managerial trainee programs are useful	20.4444	6.795	.032	.675
Communication across the organization aids in reduction of red tapes and hence ease organizational processes	20.7407	5.046	.463	.578
My input in organizational decision affects my performance	20.9630	4.883	.344	.627

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
24.2963	6.986	2.64306	7

Reliability (Organization Culture)

Case Processing Summary

		N	%
Cases	Valid	27	100.0
	Excluded ^a	0	.0
	Total	27	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.849	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Team work and cooperation within the organization is a priority	22.6667	17.231	.518	.839
Encouragement provided by teammates in the group is good	22.7407	15.892	.692	.819
The level of work and responsibility given to me is appropriate to my skills and capabilities	22.9630	16.883	.606	.831
My department allows for the possibility of performing multi tasks	22.8889	18.103	.414	.849
The job security is good	23.2963	14.678	.689	.817
The benefits plan for health is satisfactory	23.4815	16.259	.529	.838
The benefits plan for my retirement is satisfactory	23.3704	15.165	.571	.835
The benefits plan for my life insurance is satisfactory	23.4444	13.949	.722	.813

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
26.4074	20.481	4.52565	8

Reliability (Working Environment)

Case Processing Summary

		N	%
Valid		27	100.0
Cases Excluded ^a		0	.0
Total		27	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.846	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I find the working hours provided by the firm as satisfactory	27.4444	14.795	.402	.846
I'm in agreement with the number of long weekends I receive annually	28.2593	11.738	.605	.837
Communication amongst departments is good	27.4815	13.798	.675	.819
The cooperation amongst departments is excellent	27.6667	14.692	.557	.831
Tools provided for my work enhance my productivity	27.4815	13.413	.767	.810
The organization prioritizes the health of its employees	27.6296	14.858	.507	.836
The environment I work in is safe	27.3704	15.781	.303	.852
In our company there is a balance between stated objectives and resources provided.	27.5556	13.795	.673	.819
Health and safety conditions are satisfactory	27.4074	13.405	.704	.815

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
31.0370	917.422	4.17393	9

Reliability (Technology)

Case Processing Summary

		N	%
Cases	Valid	27	100.0
	Excluded ^a	0	.0
	Total	27	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.692	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The communication systems improve communication across the organization	18.5556	2.256	.511	.633
The communication systems aid in my decision making	18.6667	2.154	.450	.643
ICT systems support work processing at organizational level	18.4815	2.567	.185	.716
The office automation systems enhance organizational processes	18.6296	2.319	.344	.676
Production systems at work aids worker productivity.	18.8889	1.795	.523	.617
Personal information systems allows me to work more efficiently	18.8148	1.926	.551	.605

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
22.4074	2.943	1.71552	6

Reliability (Technology)

Case Processing Summary

		N	%
Cases	Valid	27	100.0
	Excluded ^a	0	.0
	Total	27	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.692	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The communication systems improve communication across the organization	18.5556	2.256	.511	.633
The communication systems aid in my decision making	18.6667	2.154	.450	.643
ICT systems support work processing at organizational level	18.4815	2.567	.185	.716
The office automation systems enhance organizational processes	18.6296	2.319	.344	.676
Production systems at work aids worker productivity.	18.8889	1.795	.523	.617
Personal information systems allows me to work more efficiently	18.8148	1.926	.551	.605

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
22.4074	2.943	1.71552	6

Reliability (Managerial Performance)

Case Processing Summary

		N	%
Cases	Valid	27	100.0
	Excluded ^a	0	.0
	Total	27	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.881	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I am able to use the technological devices to effectively monitor information that goes across my department	16.5926	13.866	.618	.875
I am able to communicate effectively to my subordinates	16.1481	15.670	.681	.866
I am able to effectively liaison for the organization with other stake holders	16.3704	13.934	.785	.845
I am able to effectively delegate duties to my subordinates	16.2222	14.949	.693	.861
I have a say in the budgetary allocation of resources within the organization	16.4074	14.481	.695	.859
I am able to represent my department in union negotiations and purchases	16.9630	11.960	.764	.852

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
19.7407	19.892	4.46002	6

Appendix C: Ethical Clearance Letter



OFFICE OF THE DIRECTOR OF GRADUATE STUDIES AND RESEARCH

UNIVERSITY OF EASTERN AFRICA, BARATON

P. O. Box 2500-30100, Eldoret, Kenya, East Africa

May 15, 2017

Raymond Kiplimo Kiryongi
University of Eastern Africa, Baraton
Department of Management

Dear Raymond,

Re: ETHICS CLEARANCE FOR RESEARCH PROPOSAL (REC: UEAB/12/5/2017)

Your research proposal entitled *“Investigating the Relationship of Quality Work Life and Management Performance of Tea Firms in Nandi County, Kenya”* was discussed by the Research Ethics Committee (REC) of the University and your request for ethics clearance was granted approval.

This approval is for one year effective May 15, 2017 until May 15, 2018. For any extension beyond this time period, you will need to apply to this committee one month prior to expiry date. Note that you will need a clearance from the study site before you start gathering your data.

We wish you success in your research.

Sincerely yours,

Dr. Jackie K. Obey
Chairperson, Research Ethics Committee



Appendix D: Pilot Study Letter



**OFFICE OF THE DIRECTOR OF GRADUATE
STUDIES AND RESEARCH**
UNIVERSITY OF EASTERN AFRICA, BARATON
P. O. Box 2500, Eldoret, Kenya

02 May 2017

TO WHOM IT MAY CONCERN:

Re: PILOT STUDY OF RESEARCH INSTRUMENT

Raymond Kiryongi Kiplimo is a graduate student pursuing the degree **Master of Business Administration (Business Management)** at the University of Eastern Africa, Baraton. He is currently writing his thesis entitled *An investigation of the relationship of quality of work life and managerial performance in tea farm firms in Nandi County, Kenya*.

To establish the reliability of his research instrument, Raymond is conducting a pilot study. Kindly allow him to administer his questionnaire to selected respondents in your firm.

Any assistance you will grant him will be greatly appreciated. May God richly bless you in all your undertakings.

Sincerely yours,


Prof. Elizabeth M. Role, PhD
Director

Cc: Chair, Department of Management
Office File



Appendix E: Data Collection Letter



OFFICE OF THE DIRECTOR OF GRADUATE STUDIES AND RESEARCH

UNIVERSITY OF EASTERN AFRICA, BARATON
P. O. Box 2500, Eldoret, Kenya

10 May 2017

THE GENERAL MANAGER
Chebut Tea Factory
Kapsabet

Re: REQUEST FOR PERMISSION TO GATHER RESEARCH DATA

Raymond Kiryongi Kiplimo is a graduate student pursuing the degree **Master of Business Administration (Business Management)** at the University of Eastern Africa, Baraton. He is currently writing his thesis entitled *An investigation of the relationship of quality of work life and managerial performance in tea farm firms in Nandi County, Kenya*.

Kindly allow him to administer his questionnaires to the selected respondents in your firm. He will gather his research data within this month of May, 2017.

Any assistance you will grant him will be greatly appreciated. May God richly bless you in all your undertakings.

Sincerely yours,


Prof. Elizabeth M. Role, PhD
Director

Cc: Chair, Department of Management
Office File



Appendix F: Data collection letter 2



OFFICE OF THE DIRECTOR OF GRADUATE STUDIES AND RESEARCH

UNIVERSITY OF EASTERN AFRICA, BARATON
P. O. Box 2500, Eldoret, Kenya

10 May 2017

THE GENERAL MANAGER

DL Koisagat Tea Estate
Nandi Hills

Re: REQUEST FOR PERMISSION TO GATHER RESEARCH DATA

Raymond Kiryongi Kiplimo is a graduate student pursuing the degree **Master of Business Administration (Business Management)** at the University of Eastern Africa, Baraton. He is currently writing his thesis entitled *An investigation of the relationship of quality of work life and managerial performance in tea farm firms in Nandi County, Kenya.*

Kindly allow him to administer his questionnaires to the selected respondents in your firm. He will gather his research data within this month of May, 2017.

Any assistance you will grant him will be greatly appreciated. May God richly bless you in all your undertakings.

Sincerely yours,


Prof. Elizabeth M. Role, PhD
Director

Cc: Chair, Department of Management
Office File



APPENDIX: Permit letter 1



OFFICE OF THE DIRECTOR OF GRADUATE STUDIES AND RESEARCH

UNIVERSITY OF EASTERN AFRICA, BARATON
P. O. Box 2500, Eldoret, Kenya

10 May 2017

THE GENERAL MANAGER
Chebut Tea Factory
Kapsabet



Re: REQUEST FOR PERMISSION TO GATHER RESEARCH DATA

Raymond Kiryongi Kiplimo is a graduate student pursuing the degree **Master of Business Administration (Business Management)** at the University of Eastern Africa, Baraton. He is currently writing his thesis entitled *An investigation of the relationship of quality of work life and managerial performance in tea farm firms in Nandi County, Kenya.*

Kindly allow him to administer his questionnaires to the selected respondents in your firm. He will gather his research data within this month of May, 2017.

Any assistance you will grant him will be greatly appreciated. May God richly bless you in all your undertakings.

Sincerely yours,


Prof. Elizabeth M. Role, PhD
Director

Cc: Chair, Department of Management
Office File



APPENDIX: Permit letter 2



OFFICE OF THE DIRECTOR OF GRADUATE STUDIES AND RESEARCH

UNIVERSITY OF EASTERN AFRICA, BARATON
P. O. Box 2500, Eldoret, Kenya

10 May 2017

THE GENERAL MANAGER

DL Koisagat Tea Estate
Nandi Hills

Re: REQUEST FOR PERMISSION TO GATHER RESEARCH DATA

Raymond Kiryongi Kiplimo is a graduate student pursuing the degree **Master of Business Administration (Business Management)** at the University of Eastern Africa, Baraton. He is currently writing his thesis entitled *An investigation of the relationship of quality of work life and managerial performance in tea farm firms in Nandi County, Kenya.*

Kindly allow him to administer his questionnaires to the selected respondents in your firm. He will gather his research data within this month of May, 2017.

Any assistance you will grant him will be greatly appreciated. May God richly bless you in all your undertakings.

Sincerely yours,


Prof. Elizabeth M. Role, PhD
Director

Cc: Chair, Department of Management
Office File



Appendix G: CURRICULUM VITAE

PERSONAL DETAILS

NAME: RAYMOND KIPLIMO KIRYONGI
DATE OF BIRTH: 14TH MAY 1992.
ADDRESS: P. O. BOX 460, KAPSABET.
TELEPHONE: 0721 916 711.
E-MAIL ADDRESS: *limoraymond511@gmail.com*.
RELIGION: CHRISTIAN.
MARITAL STATUS: SINGLE.
NATIONALITY: KENYAN.
LANGUAGE: ENGLISH, KISWAHILI AND NANDI.

CAREER OBJECTIVE:

To be successful and competent, in the field of information technology in regards to its implementation, business aspects and management.

WORKING EXPERIENCE

2013-: WORKED ON INTERNSHIP AT THE OFFICE OF THE GOVERNOR
NANDI COUNTY

FROM 16TH SEPTEMBER 2013 TO 31ST DECEMBER 2013

Tasks done

- Aided in network configuration and network maintenance within the county.
- In charge of system maintenances.

- Aided in user training of systems I.e. the IFMIS system for the accounts department.

2014: EMPLOYED ON CONTRACT AT NANDI TEA ESTATE LIMITED FROM JANUARY 24th TO MARCH 15th.

Tasks done

- Aided in network administration and configuration.
- Aided the system administrator in database management of the organization.
- Checked daily system operations.

2015 TO PRESENT: WORKING FOR BOCHAT LTD.

Tasks done

- Installation and update of software. For example installation and update of antivirus programs.
- Solving hardware related problems for example Change of hard disks and RAM.

EDUCATION BACKGROUND

2015 – Present: UNIVERSITY OF EASTERN AFRICA BARATON

MASTERS IN STRATEGIC MANAGEMENT (MBA FINAL
YEAR)

2012-2013 UNIVERSITY OF GREENWICH UNITED KINGDOM

BACHELOR OF SCIENCE BUSINESS INFORMATION
TECHNOLOGY

2011– 2012 NCC EDUCATION IN COLLABORATION WITH MULTIMEDIA

UNIVERSITY COLLEGE OF KENYA- MBAGATHI CAMPUS
INTERNATIONAL ADVANCEDS DIPLOMA IN COMPUTER
STUDIES

2010-2011 NCC EDUCATION IN COLLABORATION WITH MULTIMEDIA

UNIVERSITY COLLEGE OF KENYA-MBAGATHI CAMPUS
INTERNATIONAL DIPLOMA IN COMPUTER STUDIES

2010- AFRICAN INSTITUTE OF RESEARCH AND DEVELOPMENT
STUDIES

CERTIFICATE OF PROFICIENCY

2006-2009: UTUMISHI BOYS ACADEMY

K.C.S.E

2004-2005: WESTWAY SCHOOL-GILGIL

K.C.P.E

1997-2004: FR BOYLE ACADEMY

PRIMARY SCHOOL EDUCATION

EXTRA CURRICULUM ACTIVITIES

2011 - 2012: MEMBER MULTIMEDIA UNIVERSITY YOUNG CHRISTIAN
SOCIETY GROUP

2011 - 2012: TREASURER MULTIMEDIA UNIVERSITY YOUNG CHRISTIAN
SOCIETY GROUP.

2008 – 2009: MEMBER OF TABLE TENNIS TEAM UTUMISHI BOYS
ACADEMY

2004- 2005: MEMBER OF WESTWAY SCHOOL FOOTBALL TEAM

2004-2005: MEMBER OF WESTWAY DRAMA CLUB

INTERESTS

GOLF

ATHLETICS

MUSIC

REFEREES:

COUNTY EXECUTIVE MINISTER OF FINANCE NANDI COUNTY

CHARLES K. MUGE

P.O BOX 802-30300,

KAPSABET

0722 747 153

UNIVERSITY OF GREENWICH COURSE COORDINATOR

DISHON KIIRU,

P O BOX 30305,

NAIROBI.

0722 858 508