

**INFLUENCE OF TRADE UNION ACTIVITIES ON ORGANIZATIONAL
PERFORMANCE IN TEA FACTORIES MANAGED BY KENYA TEA
DEVELOPMENT AGENCY**

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Requirements for Conferment of the Degree of Master of Business Administration
(Human Resource Management) of the University of Kabianga**

Department of Marketing, Management Science, Tourism and Hospitality

SCHOOL OF BUSINESS AND ECONOMICS

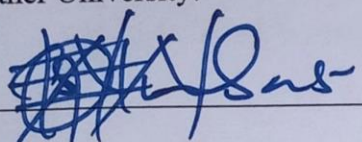
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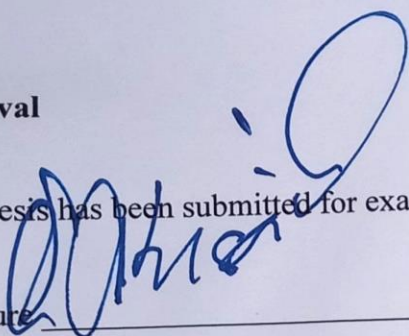
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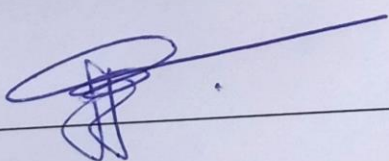
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DEDICATION

I would like to express my gratitude and dedicate my Master's thesis in Business Administration (MBA) to my beloved wife Cynthia and daughters Joyce, Jasmine and Jeanne for their constant and unwavering support, which has been a significant source of inspiration and motivation for me throughout my academic pursuit.

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ABSTRACT

This study investigated the influence of trade union activities on organizational performance in the tea factories managed by KTDA. The Kenyan tea industry faces numerous challenges that have impacted its overall performance and one potential explanation that has gained increased attention is the role of trade unions in enhancing the industry's fortunes. The study purpose was to investigate the influence of trade union activities on organizational performance in tea factories managed by KTDA. The specific objectives were to examine the impact of union affiliation, to investigate the influence of collective bargaining and to assess the effect of industrial democracy on organizational performance in tea factories managed by the KTDA. In order to address stated objectives, the researcher formulated research hypothesis and sought to test them. The study's findings offer valuable insights into the influence of trade union activities on organizational performance, providing organizations with the necessary knowledge to develop effective management strategies to enhance their performance. The literature review acknowledged other researchers work in the area of trade unions and organizational performance globally and locally. The study determined the relationship between the dependent (Organizational Performance) and independent variables (Union Affiliation, Collective Bargaining and Industrial Democracy). A Descriptive Survey design was adopted to conduct the study in the sixty-six (66) tea factories managed by the KTDA which operates in all the tea-growing regions within Kenya. The factories were categorized into seven strata based on their regional location, and a sample size of 30% was randomly drawn from each stratum. This resulted in a total of 23 factories being selected for the study. Thereafter, the Human Resource and Administration Manager and Union Official were selected using purposive sampling, whereas Union Members were chosen randomly, resulting to three (3) respondents from each of the 23 sampled factories, totaling to 69 respondents. Both the primary and secondary data were used in this study, with primary data being collected using structured questionnaires. The questionnaires were tested and revised, and reliability was assessed yielding a Cronbach's alpha coefficient of 0.786 that affirmed the reliability of the measure. The collected data underwent both descriptive and inferential statistical analysis. The analysis revealed that all three independent variables: union affiliation (Beta = 0.344, $t = 3.245$, $p = 0.002$), collective bargaining (Beta = 0.347, $t = 3.296$, $p = 0.002$), and industrial democracy (Beta = 0.327, $t = 3.062$, $p = 0.003$) had a significant positive effect on organizational performance. The study recommended that organizations should encourage union affiliation, work with their unions to improve the quality of collective bargaining and promote democratic practices in the workplace for improved organizational performance. Future studies to consider investigating the role of other variables such as leadership, organizational culture, and technology in moderating or mediating the relationship between union activities and organizational performance.

Key Words: Trade Union, Organizational Performance, Union Affiliation, Collective Bargaining, Industrial Democracy.

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LIST OF ABBREVIATIONS AND ACCRONYMS

BGS	Board of Graduate Studies
CBA	Collective Bargaining Agreement
CIPD	Chartered Institute of Personnel and Development
COTU	Central Organization of Trade Unions
FKE	Federation of Kenya Employers
GDP	Gross Domestic Product
ILO	International Labour Organization
IOA	Institutional and Organizational Assessment
IT	Information Technology
KNUT	Kenya National Union of Teachers
KPAWU	Kenya Plantation and Agricultural Workers' Union
KTDA	Kenya Tea Development Agency
KTGA	Kenya Tea Growers Association
NACOSTI	National Commission for Science, Technology and Innovation
OPI	Organizational Performance Indicator
SCDA	Special Crops Development Authority
SPSS	Statistical Package for Social Sciences
TBK	Tea Board of Kenya
TRFK	Tea Research Foundation of Kenya
TRI	Tea Research Institute
UK	United Kingdom
UoK	University of Kabianga
WIRS	Workplace Industrial Relations Survey

OPERATIONAL DEFINITION OF TERMS

Conflict	A state of disagreement, opposition, or friction between two or more parties, resulting from incompatible interests, needs, goals, values, or beliefs.
Collective Bargaining	The negotiation process between an organized group of employees or their representatives, such as a trade union and an employer or employers' organization, with the aim of establishing employment terms and conditions.
Collective Bargaining Agreement	A written contract negotiated between a union or employee representative and an employer or employer association that outlines the employment terms and conditions for a specific group of workers.
Industrial Democracy	A system of governance and decision-making in the workplace involving the active participation and input of workers and their representatives in key decisions that affect their interests, rights, and well-being.
Labour	A group of people offering the physical and mental effort in order to accomplish a task or duty assigned by an employer or supervisor within an organization.
Management	A group of people responsible for the planning, organizing, directing and controlling resources in an organization including financial, human, physical, and informational resources to achieve organizational goals and objectives.
Organization	Structured group of people who work together towards achieving common goals and objectives through a systematic arrangement of

resources, including people, materials, equipment, and information, in order to carry out specific tasks and activities efficiently and effectively.

Organizational Performance

Extent to which the organization achieves desired outcomes, goals and objectives, in relation to its available resources and within a given period of time.

Performance

Extent to which an individual, group, or organization achieves their desired goals, objectives, or outcomes, within a given context and timeframe.

Production

Process of transforming inputs, such as raw materials, labour, and capital, into outputs, such as goods or services, through a series of activities and operations.

Productivity

Ratio of outputs to inputs in a given process, activity, or operation, over a specific period of time.

Trade Union

An organization of workers or employees that purposes promoting and protecting the interests, rights, and welfare of its members through collective bargaining, representation, and advocacy.

Trade Unions Activities

The various actions, strategies, and initiatives undertaken by a trade union to advance the interests, rights, and welfare of its members.

Trade Union Affiliation

The formal membership status of an individual with a particular trade union whereby the individual agrees to pay membership dues and in return, receives certain benefits and services from the union, such as representation in collective bargaining, legal and financial assistance, training and education, and social and political advocacy.

CHAPTER ONE

INTRODUCTION

1.1 Overview

The chapter examines and discusses various key elements of this study including the background, the problem statement, the study purpose, objectives of the study, research hypothesis, justification for the study, significance of the study, scope of the study and limitations of the study.

1.2 Background of the Study

This study sought to examine the influence of trade union activities on organizational performance in tea factories managed by KTDA. In workplaces, trade unions are recognized as necessary organizations that protect the interests and rights of employees from abuse and possible exploitation by management (Bhreshtha, 2012). Trade union activities include the negotiation of wages, collective bargaining agreements, workplace rules, grievance procedures, and workplace policies, among others (Thomas & Daryl, 2012). The performance of an organization can be assessed in various ways, such as achievements in relation to objectives, competency levels, behavior, creativity and innovation, adherence to core values, efficiency of internal business processes and customer satisfaction (Armstrong, 2008; Li, 2006; Lusch & Laczniak, 2009). Employee performance is commonly measured by quality and timeliness of output, attendance, and cooperativeness, while the regulatory framework, union-management relations, management style and organizational structure also impact performance (Amwayi, 2015). While evidence suggests that organizations that have unions are more productive than ones without, the trade unions impact on the performance of an organizational is not always positive.

Research suggests that organizations that have unions are more productive than ones without, and this is attributed to trade unions' ability to negotiate better working conditions, wages,

and benefits for employees (Devinatz, 2011; Griswold, 2010; Deery & Iverson, 2005; Pencavel, 2009; Amah & Ahiauzu, 2013). Deery and Iverson (2005) note that the trade unions can hinder the embracing of modern technologies, negatively affecting the performance of an organization. Conversely, successful negotiations for better remuneration packages and working conditions for employees by trade unions can have a positive impact on performance (Deery & Iverson, 2005). Nevertheless, trade unions can also disrupt organizational performance through strikes, slowdowns, and sabotage if negotiations fail (Deery & Iverson, 2005). There is need for maintenance of good working relationships between the employers and their employees through trade unions for improved performance and avoidance of disruptions in workflow and the operations of the organizations. This study investigated the influence of trade union activities on the performance of tea factories managed by KTDA.

1.2.1 Tea Industry in Kenya

Kenya is highly dependent on agricultural growth and development for its economic and social development. Among the country's most important cash crops is tea, which contributes significantly to the national economy. The Kenya's tea industry is well-organized, with Tea Board of Kenya (TBK) serving as top regulatory body. TBK was established under Tea Act (Cap 343) of the Kenyan laws in 1950, and is responsible for regulation of the entire tea industry, including tea growing, research, manufacturing, trade and promotion both in the domestic and the international markets (Ministry of Agriculture Report, 2007).

The TBK, through the Ministry of Agriculture disseminates tea-related information and offers government advise on all tea-related policy matters. Additionally, the TBK licenses tea manufacturing factories, regulates and controls tea cultivation, registers tea growers and the management agents and controls the manufacturing method (Kiplangat, 2014).

The dominant contributor to Kenya's foreign exchange earnings is the tea industry and provides employment to millions of people. 90% or more of Kenyan tea is sold in bulk to the global market which is used to blend other countries' lower quality teas. This practice results in lowering the Kenyan tea prices and consequently, lower returns for tea companies (TRFK Strategic Plan, 2010-2015).

1.2.2 Kenya Tea Development Agency

According to Owuor (2013), indigenous Kenyans were prohibited by law from growing tea before Kenya gained independence. However, as the country approached independence, this legislation was revoked, allowing indigenous people to start cultivating tea. In order to promote African tea cultivation, the colonial government in 1960 established the Special Crops Development Authority (SCDA) under the Ministry of Agriculture. After Kenya gained independence, the SCDA's liabilities and functions were taken over by the KTDA, established by legal notice No.42 of 1964 (Republic of Kenya, 1964). The agency's purpose was to encourage and facilitate the growth of tea on small farms, which were previously considered unfeasible due to the technical knowledge and costs required, as demonstrated in the plantation sector.

As explained by Mwaura (2017), the Kenya Tea Development Authority was eventually privatized and renamed the Kenya Tea Development Agency Limited. KTDA was then incorporated as a private company under Kenyan laws (CAP 486) on June 15, 2000. KTDA is one of the largest private tea management agencies in Kenya, overseeing the management of sixty-six (66) factories in Kenya's small-scale tea subsector (Kenya Tea Development Agency, n.d.). According to the KTDA, the tea sector employs over 500,000 smallholder farmers and over 150,000 workers in the tea processing factories. Tea factories managed by KTDA are responsible for processing and marketing of tea as a representative of the smallholder farmers owning the land (Kenya Tea Development Agency, n.d.; Owuor, 2013).

1.2.3 Trade Unions

Trade unions are collective groups of employees who come together to safeguard the interests of their members through coordinated efforts (Mathis & Jackson, 2008). Union membership varies significantly across countries, with Belgium, Denmark, Finland, and Sweden being the only countries that have seen an increase in union membership percentages since 1970 (Mathis & Jackson, 2008). According to Gall and McKay (2004), a global trend shows a significant union recognition decline, as revealed in a survey of the United Kingdom conducted by WIRS. The overall figure fell to 53% in 1990 from 66% in 1984. Merely 3% of the workplaces by 1990 that did not recognize the unions had at some point previously in 1984 recognized them. Torrington *et al.* (2005) indicated that the major reason for the trade union decline in the United Kingdom was industrial restructuring. Unionization is less prevalent in service sectors, such as call centers, retailing, and tourism, where jobs have replaced those lost in established industries where unionization was the norm.

The opinions on whether the continued decline of trade unions is inevitable are mixed (Waddington, 2003). Manda *et al.* (2005) found that the trade unions can positively impact on wages and facilitate their members wage increases in Kenyan tea firms. However, going on strike by the unions when peaceful negotiations fail can also reduce organizational performance (Cote, 2013). Cote (2013) also examines the trade unions effect on performance of an organization performance and argues that workers primarily join the unions for the benefits of among others collective bargaining that allow them in achieving a monopolistic position and increase compensation while protecting their rights. As stated by Mathis and Jackson (2008), while the management and unions sometimes engage in antagonistic relationships that result in lockouts and strikes, such conflicts are rare, it is critical for both parties' (management and trade unions) recognition for the relationship between them.

Recognition or de-recognition is influenced by factors including the extent of management's freedom to manage unions, the perceived value of collective bargaining, the union membership count and the proportion of the employees registered as members, the relationship history with the union and the preference for a specific union (Armstrong, 2006). Armstrong (2007) asserts that unilateral decision-making and lack of genuine belief in partnership by senior management can hinder the effectiveness of partnership initiatives. Several initiatives for bargaining have emerged since the 1980s, altering the collective bargaining structure and level, while enabling managerial prerogative and narrowing the scope of bargaining channels (Beardwell & Claydon, 2007). In some countries, unions are closely associated with political parties, and national strikes are regularly held in France and Italy to protest government policies on employee dismissal regulations, retirement and pensions (Mathis & Jackson, 2006).

1.2.4 Development of Trade Unions in Kenya

The trade unions formation dates back to the early 1900s in Kenya, this was in response to the exploitation of workers by colonial authorities and European settlers (Gachiengo, 2018). The first trade union, the Labour Trade Union of Kenya, was formed in 1909, but it was not recognized by the colonial government. The Trade Unions Ordinance of 1935 provided a framework for the registration and operation of trade unions, leading to the formation of several unions, including the East African Trade Union Congress in 1949, which brought together unions from Kenya, Uganda, and Tanzania. After independence in 1963, the Central Organization of Trade Unions (COTU) was established in 1965 by the government as the umbrella body for all trade unions (Gathara, 2019). However, in the 1980s, economic recession and austerity measures led to increased labour unrest and a strained the government and trade unions relationship.

In the 1990s, trade unions became more independent with the introduction of multi-party democracy, leading to the emergence of new unions such as the Kenya National Union of Teachers (KNUT) (Mwagiru, 2016). The Kenya Plantation and Agricultural Workers' Union (KPAWU) was formed in 1975 and is affiliated with COTU, with a focus on protecting and promoting the rights of agricultural and plantation workers, including those in the tea industry (Gachiengo, 2018). KPAWU has been instrumental in fighting for better wages, improved working conditions, and increased benefits for tea workers in Kenya, and has been involved in negotiations with tea factories managed by the KTDA (Gathara, 2019). Trade unions are still organized on an industrial basis in Kenya and operate under the Trade Unions Act (Cap 233) (Mutunga & Barasa, 2016).

According to the Act, union activities are limited to non-supervisory workers, except for those who engage in administrative representational, confidential, directive and supervisory activities (Mutunga & Barasa, 2016). Despite this restriction, trade unions in Kenya are recognized as legitimate representatives of workers and have been involved in negotiations with employers on various issues, including wages and working conditions (Karanja, 2021). The relationship between the trade unions and employers in Kenya is viewed as a partnership, with both parties working towards common goals (Karanja, 2021). However, some researchers argue that this partnership is pragmatic and is aimed at maintaining support from employers and the state, rather than achieving the interests of workers (Nzomo, 2019). The concept of social partnership can also be criticized if it does not provide equal benefits to all parties involved, including managers and employers (Dalglish, 2020).

1.3 Statement of the Problem

The Kenya tea industry significantly impacts on the country's economy, providing employment opportunities for over 500,000 smallholder farmers and thousands of tea factory workers. The KTDA manages the tea factories, with the goal of maximizing productivity and profitability while ensuring fair wages and working conditions for employees. One factor that has the potential to influence the performance of tea factories is trade union activities which play crucial role in protection of workers' interests and negotiation of better working conditions. Despite court orders after the KTGA appealed a court ruling that had granted employees several benefits, including a 30% salary increase, retirement at age 60, one rest day per week, and medical and baggage allowances of Ksh.30,000 each, the KPAWU claimed that it was unable to intervene in the go-slow due to not calling for it in the first place (TBK, 2016).

The industry has faced challenges such as a decline in production reported in 2016 (TBK, 2016), which has raised concerns about its performance in response to labour disputes during which some tea firms incurred losses when employees refused to work. The numerous challenges faced that have impacted its overall performance and one potential explanation that has gained increased attention is the role of trade unions in enhancing the industry's fortunes. This study investigated the potential influence of trade unions on organizational performance in tea factories managed by the KTDA to contribute to the understanding of the relationship between trade unions and performance of an organization.

1.4 Purpose of the Study

This study sought to investigate the influence of trade union activities on organizational performance in tea factories managed by KTDA.

1.5 Objectives of the Study

In order to answer the stated research problem, this research was guided by research objectives as follows:

- i. To examine the impact of union affiliation on organizational performance in tea factories managed by the KTDA;
- ii. To investigate the influence of collective bargaining on organizational performance in tea factories managed by the KTDA; and
- iii. To assess the effect of industrial democracy on organizational performance in tea factories managed by the KTDA.

1.6 Research Hypotheses

In order to address the stated objectives, this study sought to test the following formulated research hypothesis:

H₀1: Union affiliation has no significant impact on organizational performance in tea factories managed by the KTDA.

H₀2: Collective bargaining has no significant influence on organizational performance in tea factories managed by the KTDA.

H₀3: Industrial democracy has no significant effect on organizational performance in tea factories managed by the KTDA.

1.7 Justification of the Study

The tea industry being a major contributor to the Kenyan economy, understanding the factors that influence the performance of tea factories, including the effect of trade union activities, is crucial. Through this study, new insights into the influence of trade union activities on the performance of an organization in tea factories managed by KTDA have been provided. Trade unions have a significant effect on organizational performance through collective bargaining, strikes, and other activities and therefore it is important to comprehend their

effects to develop effective management strategies. Employee engagement is a critical aspect of organizational performance, and trade unions play a crucial role in promoting it and the study benefits organizations by understanding the role of trade unions in employee engagement to develop better employee management strategies. The study's practical implications benefit tea factories managed by KTDA and other organizations in the industry by providing insights on how to work with trade unions to improve organizational performance and engagement of employee.

1.8 Significance of the Study

The findings of this study offer insights into the influence of trade union activities on performance of an organization, providing organizations with necessary knowledge to develop effective management strategies to enhance their performance. The study also highlights the critical role played by trade unions in promoting employee engagement, which is essential for organizational performance and as such, organizations can utilize the study's findings to create better employee management strategies that improve engagement and performance.

Additionally, the study's results contribute to better labour relations in the tea industry by providing an understanding of how trade union activities affect organizational performance. This knowledge can be applied to develop stronger relationships with trade unions and foster more constructive labour relations. Policymakers in the tea industry can also benefit from the study's findings to create policies that promote positive labour relations, enhance organizational performance, and support the industry's growth. Finally, the contribution of the study to the existing literature on the relationship between trade union activities and performance of an organization, particularly in the Kenyan tea industry. The findings of the study add to the existing base of knowledge on this topic and provide direction for future studies in the field.

1.9 Scope of the Study

The study's scope was limited within the tea factories managed by the KTDA within Kenya, which comprises 66 tea factories. Specifically, this study focused on the effect of trade union activities on performance of an organization within these factories and due to the many trade union activities, it was not feasible to include all of them in the study. For data collection, questionnaires were used and selected descriptive and inferential statistics used in analyzing of the data on the relationship between independent variables (Union Affiliation, Collective Bargaining and Industrial Democracy) and the dependent variable (Organizational performance) in the tea factories managed by KTDA. The study was conducted within a period of six months.

1.10 Limitations of the Study

The focus study focus was on the influence of trade union activities on organizational performance, however did not explore other potential factors that may also influence performance including government policies, technological advancements, or market fluctuations. Secondly, self-reported data from questionnaires was relied on by the study which may be subject to social desirability bias or other response biases and possibility that respondents may not have accurately represented their views. Finally, the study primarily relied on cross-sectional data, which have inherent limitations because they are collected at one point in time and cannot capture the sequence of events over time. According to Babbie (2016), cross-sectional studies may offer valuable preliminary insights for subsequent longitudinal studies in similar field of research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter aims to enhance the understanding of the relationship between trade union activities and the performance of an organization by examining previous research findings. The review focuses on the influence of trade union activities on organizational performance and draws upon literature written by authors, researchers and publishers that relate to the variables being studied.

2.2 Theoretical Framework

Understanding theories that underlie the existence of trade unions is crucial. Despite several theories of trade unionism, none fully account for functions and structure of trade unions. Numerous theories by scholars have been put forward regarding the broader labour movement. These proposals encompass wide ranges of perspectives and provide valuable insight into the subject matter.

2.2.1 Industrial Democracy Theory

The "theory of industrial democracy," also referred to as Evolutionary Theory, was first proposed by British socialist reformers Sidney and Beatrice Webb in the late 19th century (Devinatz, 2011). According to this theory, the trade unions are viewed as an extension of democratic principles into industrial politics. The aim of trade unionism is not to overthrow capitalism but rather to balance the bargaining power of labour and capital. The Evolutionary Theory posits that collective bargaining is one mechanism through which trade unions can strengthen the labour force (Crouch, 2004; Kaufman, 2004). This theory provides a solid foundation for comprehending the functions and roles played by the trade unions in the workplace.

Trade unions are seen as vital structures that enable good corporate governance advocating for employees, including the establishment of favourable working atmosphere which in turn frequently leads to the overall welfare and benefit of workers (Sisson & Marginson, 2018). Additionally, recent research has indicated the significant role played by trade unions in fostering democratic processes and strengthening civil society. (Arslan & Türel, 2020). Union Affiliation and Collective Bargaining are key mechanisms through which trade unions can protect workers' rights and ensure fair working conditions and remuneration, as argued by the Evolutionary Theory (Crouch, 2004; Kaufman, 2004).

Industrial Democracy, as a form of democratic practice within the workplace, is also central to the Evolutionary Theory, which recognizes trade unions as instrumental in bridging democracy across politics and industry (Devinatz, 2011). Therefore, this theory provides a strong foundation for the understanding of functions and roles of trade unions in promoting performance of an organization. Through democratic practices such as collective bargaining and industrial democracy, trade unions can ensure fair working conditions and remuneration for employees, which are likely to lead to improved organizational performance.

2.2.2 Standard Economic Theory

The Standard Economic Theory, also referred to as Utility Theory, has its roots in the works of Gabriel Cramer and Daniel Bernoulli in the 18th Century, and was further developed by Oskar Morgenstern and John von Neumann in the 20th Century (Simon, 1978). The theory argues that individuals are rational decision-makers who aim to maximize their satisfaction while facing constraints. In the field of labour economics, the theory posits that trade unions exist to represent workers' interests by negotiating for better wages and working conditions. However, recent research has shown that the effect of trade unions on performance organizations is complex and context-specific, leading to varying results.

Adhvaryu and Kala (2021) suggest that trade unions pose negative effects on organizations and society by limiting productivity, increasing production costs, and raising prices. Studies examining the effects of the trade unions on the performance of organization, productivity and innovation across various regions and sectors have found mixed results. For example, Bryson and Forth (2015) found that union recognition in the UK private sector was associated with higher productivity levels, while Chen and Qiu (2021) found positive relationship between unionization and firm productivity in China, depending on the industry and region. The theory suggests that trade unions exist to represent workers' interests by negotiating for better wages and working conditions. The theory predicts that workers join trade unions to maximize their benefits from their employers, for example higher remuneration and better working terms and conditions, while the trade unions lobby for better salaries and wages to meet their members' economic needs. However, Simons (1995) argues that the trade unions may equally have negative impacts on organizational performance and increase production costs, which could ultimately affect organizational performance.

2.2.3 The Resource Dependency Theory

In 1978, Jeffrey Pfeffer and Gerald Salancik formulated the Resource Dependency Theory, which asserts that organizations depend on the external resources to ensure their viability and advancement (Pfeffer & Salancik, 1978). Therefore, organizations must establish relationships with external entities, such as customers, suppliers, regulators, and other organizations to obtain these resources. Scott (2003) suggests that organizations can be understood as rational, natural and open systems. As stated by Pfeffer and Salancik (2003), the degree of dependence an organization has on external resources depends on the resource's importance, availability of substitutes, and the extent of control external entities have over the resource.

Regarding trade unions, the union can be seen as an external resource that provides employees with bargaining power, which can lead to improved working conditions and better wages. Lee and Kim (2020) found that trade unions can positively impact organizational performance by providing valuable resources to organizations. The relationship between trade unions and performance of an organization is also influenced by the perceived level of cooperation and mutual dependence between the union and the organization.

Yang and Cho (2021) used this theory to explore the trade unions role in the relationship between the perceived organizational support and the organizational citizenship behavior and found that trade unions can influence employee behavior and attitudes toward the organization. The theory is a relevant theoretical framework for examining the relationship between trade unions and organizational performance (Lee & Kim, 2020; Yang & Cho, 2021). The theory helps to understand the dependence of organizations on external resources and impact of the external entities on the organizational behavior and performance. Findings of the reviewed studies point out that trade unions can play a critical role in shaping employee behaviors and attitudes that ultimately affect organizational performance.

2.2.4 The Agency Theory

Michael C. Jensen and William H. Meckling first proposed the Agency Theory in 1976. According to Jensen and Meckling (1976), the theory was developed to explain relationship between principals (for example owners or shareholders) and agents (for example managers or employees) in organizations and the potential for conflicts of interest between them due to different goals and incentives. In the context of trade unions, the union acts as an agent on behalf of the employees, negotiating with the principals towards ensuring that the interests of employees' are protected. The theory suggests that relationship between trade unions and performance of an organization is complex and dependent on various factors such as union density (the proportion of the registered union members) and union influence (the extent of

involvement of unions in decision-making) (Kim, Cho, & Park, 2020). A study by Kim *et al.* (2020) established that union density had negative effect on the performance of an organization, while union influence had a positive effect. Therefore, understanding the trade unions role in the context of agency theory can provide insights into how the relationship between trade unions and the performance of an organization.

2.2.5 The Social Exchange Theory

George Homans initially proposed the Social Exchange Theory in the 1950s and further developed by Peter Blau in the 1960s. The idea of the Theory is that social interactions are based on a cost-benefit analysis, where individuals seek to maximize their rewards while minimizing their costs (Blau, 1964). In the context of trade unions, employees may choose to join a union in exchange for the benefits provided by the union which include high wages, job security and improved working conditions. The union negotiates with the employer to ensure that these benefits are provided to the employees. The employer, on the other hand, benefits from the improved productivity and reduced turnover that result from the union's activities. Research has shown that the Social Exchange Theory can be applied to various aspects of organizational behavior, including the relationship between the trade unions and organizational performance.

A research by Cully, Woodland, and O'Reilly (2013) found that trade unions had both positive and negative effects on organizational performance, depending on the type of union activities and the cooperation level between the union and management. Recent research by Tuan and Nguyen (2020) explored the trade unions and job satisfaction relationship among Vietnamese workers. The study established that union membership and job satisfaction had a positive relationship, as union members were more likely to receive higher wages, better working conditions, and more benefits compared to non-union members.

The research supports the idea that trade unions can improve employee well-being, which may lead to improved organizational performance.

2.3 Review of Related Literature

The literature review focuses on the study variables of union affiliation, collective bargaining, industrial democracy, and organizational performance. Previous research has described trade unions' activities as necessary interventions that can improve employee performance and benefit organizations in multiple ways. The empirical review in this section draws on the works of other researchers that examine the relationship between trade unions' activities and organization performance.

2.3.1 Trade Union Affiliation and Organizational Performance

Trade union affiliation refers to the membership of workers in a trade union, which is formed to protect and promote their interests (Gall, 2018). In this study, trade union affiliation is an independent variable that will be examined in relation to organizational performance. Sarfraz, Qureshi, and Rasheed (2021) explored the relationship between trade unions affiliation and organizational performance, including the effect of unionization on productivity, profitability, job satisfaction and turnover of employees. They also examined the influence of collective bargaining agreements, industrial action, and other labor-related policies and practices on organizational performance.

Understanding this relationship is crucial for managers, policymakers, and trade unions in developing effective strategies to improve working conditions and achieve mutually beneficial outcomes for both employees and employers. A range of benefits is provided by the trade unions to their members, including facilitating negotiations and agreements with employers on issues such as working conditions and pay (Manda *et al.*, 2005). By participating in collective bargaining, workers can negotiate better salaries and wages, among other benefits, that they may not have been able to achieve as individuals.

Additionally, trade unions provide representation for workers, protecting them from exploitation by employers. Trade unions advocate for employees when they have workplace concerns and engage in solution based discussions with the employers. This includes addressing issues such as working hours and holidays (Manda *et al.*, 2005). From an organizational perspective, trade unions are advantageous as they enable negotiation of productivity agreements between employers and their employees (Cote, 2013). Target outputs are commonly agreed upon between union leaders and employers in productivity deals, with trade unions committing to meet the set targets by mobilizing their members and employers agreeing to increase employee incentives. Mutual benefits are ensured for both workers and organizations in such agreements and there is no feeling of loss from either party (Cote, 2013).

Trade unions also provide additional benefits such as educational opportunities and consumer discounts, which can help employees acquire new skills and remain up-to-date with the changing work environment, leading to increased productivity (Jahedi *et al.*, 2021). Additionally, trade unions provide members with moral and legal support, including representation in disciplinary hearings and legal cases (Blanchflower & Bryson, 2021), which can alleviate stress and anxiety for workers and may improve their job satisfaction and overall well-being. Trade unions focus on their members' protection from the negative impacts as a result of inflation, advocating for improved living standards, and fighting for the right to work (Beardwell & Claydon, 2007). They also support micro and macroeconomic policies which promote high employment rates (Cote, 2013). However, Mohamed (2014) found that inadequate pay is a major challenge facing trade union members. Nevertheless, unionized employees are usually offered training opportunities, which can increase their personal development and productivity (Mason & Bain, 2001).

Ndibe (2014) found that training had positive influence on performance of an organization in the soft drink bottling companies in Nigeria, while Hassan (2014) reported the relationship between training and the performance of an organization in the oil and gas sector of Pakistan to be positive. Work environment can affect employee productivity positively or negatively (Brown, 2006). Stressful working conditions can lead to low productivity and service delivery (Koumenta, 2011). In conclusion, understanding the relationship between trade union affiliation and performance of an organization is crucial for managers, policymakers, and trade unions in developing effective strategies to improve working conditions and achieve mutually beneficial outcomes for both employees and employers (Grözinger *et al.*, 2021; Waddington *et al.*, 2019). By fostering positive relationships between employers and employees, trade unions can contribute to increased productivity and organizational success.

2.3.2 Collective Bargaining and Organizational Performance

Collective bargaining is a process through which the trade unions and management negotiate to determine the employment terms and conditions for workers. The Collective Bargaining Agreement (CBA) sets rules governing hiring of worker, promotion, firing, benefits, wages, policies and workplace safety. According to Armstrong (2007), the CBAs are agreed upon between management, federation of employer negotiating bodies or employers' associations and the trade unions in determining specific employee employment terms and conditions of service for various categories. Trade unions negotiate for among others wages, work rules, complaint procedures and employee relations procedures (Kaufman, 2013). Trade unions have a significant impact on the government and organizations. They have historically put pressure on governments to pass laws friendly to the workers such as minimum wage and any other trade regulations (Griswold, 2010). However, most often, trade unions have clashed with the governments and throughout history, they have used industrial action, including strikes, to get their demands met.

Despite the decline in union density, study by Kaufman (2013) found that collective bargaining remains an effective tool for improving employee relations and performance. Collective bargaining has been recognized an important tool for achieving regulated flexibility within industrial relations systems. Collective bargaining is a fundamental mechanism for improving working conditions, reducing inequality, and promoting social justice (García-Pérez & Malmusi, 2021). Trade unions play a crucial role in negotiating specific terms and conditions of employment, including wages, work rules, and benefits, on behalf of their members through collective bargaining with management (Vandaele & Pulignano, 2017). They advocate for better working conditions and policies and provide guidance to employees during negotiations with employers. Recent studies have shown that unions are increasingly relying on non-strike tactics, such as grievance procedures and arbitration (Keller, 2021).

The primary aim of trade unions is promoting and safeguarding of their members' interests while at the same time collaborating with management on decisions that affect their members' interests (Sarfraz *et al.*, 2021). Trade unions can also have a political role, with senior union leaders advocating for significant social and labour legislation (Schmitter & Grote, 2014). However, trade unions must be cautious of political dynamics when exercising political power. The success of trade unions in improving organizational performance is dependent on management's willingness in consultations with trade union officials and engaging in collective bargaining (Godfrey *et al.*, 2007). The absence of such commitment from management can hinder partnership initiatives between employers and unions, resulting in nothing more than rhetoric of partnership (Vandaele & Pulignano, 2017). Adewole *et al.* (2010) highlighted that through consultation with representatives of workers and collective negotiation, industrial conflicts can be effectively managed between employers and employees.

Collective bargaining provides a framework on how to deal with issues of industrial relations without having to resort to lockouts and strikes, thus promoting mutual understanding and cooperation between the management and employees. Studies have shown that there is an improved industrial relations environment where through collective bargaining, workers employment terms and conditions are determined and where management supports trade unions (Beardwell *et al.*, 2004 Edwards, 2002). According to Gomez *et al.* (2003), a fair and legal collective bargaining process can lead to the maintenance of peace and industrial discipline. When parties sign written contracts that make their agreements formal, it is binding to them, resulting in successful collective bargaining. Gyesie (2017) studied the influence of collective bargaining agreements on management of employee performance and found that collective bargaining can impact the performance of an employee.

Studies have shown that collective bargaining can affect the industrial relations quality and organizational performance. Bataglia and Barreto (2020) found that unionized firms had higher levels of productivity and profitability compared to non-unionized firms. Gicheva *et al.* (2018) found that unions can help reduce worker turnover rates, ultimately enhancing organizational performance. However, the effect of trade unions on the performance of an organization is not uniform across all industries and contexts. For example, Arunachalam and Illo (2019) found that trade unions in the Indian garment industry had a negative impact on firm-level productivity due to high union density and the prevalence of labour disputes.

In conclusion, the literature suggests that properly conducted collective bargaining is crucial in industrial relations and have a positive effect on performance of an organization. It fosters mutual understanding and cooperation between management and workers, thereby without the need for lockouts and strikes offers a framework through which industrial relations concerns are addressed.

Successful collective bargaining help maintain industrial peace and discipline, significantly affecting employee relations, which impacts organizational performance (Gomez *et al.*, 2003).

2.3.3 Industrial Democracy and Organizational Performance

Industrial democracy is the practice of involving workers in decision-making processes that affect their work environment (Cokins, 2019). The literature suggests that industrial democracy by improving productivity, employee job satisfaction and reducing turnover rates have positive effect on the performance of an organization (Bryson, Freeman, & Kim, 2017). Industrial democracy promotes cooperation and mutual understanding between management and employees through the provision of a framework to deal with issues of industrial relations without resorting to lockouts and strike, leading to the success of collective bargaining and the maintaining of peace and industrial discipline (Gomez *et al.*, 2003). Moreover, industrial democracy has been linked to better employee motivation, engagement, and commitment, which can lead to improved organizational performance (Macey & Schneider, 2008). However, the effectiveness of industrial democracy may depend on contextual factors for example the type of industry, the organization culture and the size of the organization (Kim & Ok, 2019).

Studies have explored the effect of industrial democracy on performance of an organization. Gollan (2016) comparative case study analysis of North American and European firms found that companies that implemented industrial democracy had higher productivity, better employee engagement, and lower levels of absenteeism and turnover. Chen *et al.* (2016) investigated the relationship between participative management, job satisfaction and organizational commitment in Taiwanese organizations. Their findings indicated that participative management positively affects job satisfaction and the organizational commitment, which in turn, enhances organizational performance.

A review of the literature by Cokins (2019) found that industrial democracy positively affected performance of an organization by improving employee motivation, job satisfaction and commitment. Gollan and Wiethoff (2016) examined the relationship between union voice, employee participation and the performance of an organization in German establishments and found that higher participation levels of employee are associated with high levels of performance of an organization, particularly in the areas of productivity and innovation.

Chawla and Sharma (2017) investigated the employee participation impact on performance of an organization in Indian manufacturing firms and found that the higher participation levels by employees are associated with higher levels of performance of an organization particularly in the areas of productivity and quality. The literature also suggests that industrial democracy is an important component of practices in human resource management that can contribute to improved employee well-being and, in turn, improved organizational performance (Guest, 2017). Democratic leadership has been positively associated with employee satisfaction, and psychological empowerment and trust in leadership partially mediated this relationship (Belanger et al., 2017).

Kim (2013) studied the relationship between industrial democracy and performance of an organization in Korean firms and found that industrial democracy was positively associated with organizational performance measures such as employee satisfaction, productivity and profitability. Furthermore, Lewin et al. (2010) found that "employee involvement and participation" was positively associated with measures of organizational performance including productivity and employee satisfaction. Nica and Belascu (2014) examined the relationship between employee involvement and performance of an organization in Romanian companies and found that employee involvement was positively associated with measures of organizational performance such as productivity and profitability.

In conclusion, the literature consistently supports the positive relationship between industrial democracy, employee ownership, and employee involvement with organizational performance measures such as employee satisfaction, productivity and profitability. Firms with higher levels of employee involvement have been found to have a stronger positive relationship between industrial democracy and organizational performance (Cokins, 2019; Gollan & Wiethoff, 2016; Chawla & Sharma, 2017; Heery & Abbott, 2017; Blinder & Krueger, 2013; Guest, 2017; Belanger et al., 2017; Kim, 2013; Lewin et al., 2010; Nica & Belascu, 2014).

2.3.4 Organizational Performance

Organizational performance is a firm's ability to achieve desired outcomes while minimizing inputs, time, and costs (Amah & Ahiauzu, 2013). Profitability is often linked to organizational performance, with reduced operational costs associated with lower wages and salaries (Schulz *et al.*, 2013). Leadership plays a significant role in directing employees towards improved performance (Williams, 2004), while human capital is essential as employee productivity can either enhance or impede organizational performance (Schulz *et al.*, 2013). According to Li (2006), organizational performance refers to meeting financial and market-oriented goals.

Organizational performance has been measured in previous studies using both market and financial criteria, such as market share, profit margin on sales, return on investment and growth of return on investment (Yeniyurt, 2003). Non-financial measures such as customer satisfaction, brand recognition, manufacturing innovation, and integrity of managers and employee morale are also crucial in measuring organizational performance (Choi & Eboch, 2008). Non-financial measures compared to financial measures are believed to encourage innovation and risk-taking and more effective in curbing gamesmanship and short-termism (Bricknell, 2006).

On the other hand, measures that are subjective are viewed as most effective in curtailing gamesmanship and short-termism (Anderson & Sohal, 2009). Despite the importance of performance measures, choosing the right ones remains a challenge, and traditional financially-oriented systems are no longer viewed as adequate by many managers (Adam *et al.*, 2007). These systems focus too much on financial measures and less on value drivers such as innovation, quality and employee and customer satisfaction. The Institutional and Organizational Assessment Model (IOA) is a multidimensional model that proposes organizational performance as the relevance, financial viability effectiveness and efficiency of an organization (Lamba & Choudhary, 2013). The IOA also recommends that an organization evaluates the strategies effectiveness in the changing business environment and organization's efficiency being the optimal transformation of inputs into outputs concerning timeliness, accuracy and service value (Lamba & Choudhary, 2013).

2.3.5 Factors that affect Organizational Performance

Williams (2004) identifies a variety of factors that influence organizational performance, which can be grouped into these four broad categories: fiscal and human factors, organizational structure, environmental factors and employee attitudes. While companies have some control over fiscal and human factors, they do not have control over their operating environment. Environmental factors, such as the political environment, economic factors and physical location of the business, significantly impact a firm's efficiency. The physical location of the company affects employees' needs and considerations. The political environment relates to government regulations, while economic factors determine wages and inform managerial decisions. Organizational factors, such as size, structure, complexity, specialization, and technology, also significantly impact a firm's efficiency. Recent studies by Chen and Huang (2020) and Lam, Lau, and Fang (2021) suggest that the size, structure, complexity, and specialization of an organization affect its efficiency.

An essential role is played by technology in defining the technical level of goods and processes of an organization. Organizational climate, which includes the treatment of employees, the presence of a results-oriented culture, and reward systems, is also critical to performance (Armstrong & Taylor, 2014; Huang, Wang, & Chen, 2021). Furthermore, the attitude employees have significant effect on the performance of an organization. Dissatisfied and demotivated employees' productivity is likely to be low while that of motivated and satisfied employees likely to be high (Armstrong & Taylor, 2014; Huang et al., 2021). Therefore, organizations must focus on creating a positive work environment that motivates employees and encourages their satisfaction to achieve the desired results.

2.3.6 Indicators of Organizational Performance

Performance is an assessment of how efficiently inputs are utilized to produce outputs, and it can be evaluated through a range of indicators such as labor and capital performance. (Schulz *et al.*, 2013). In the context of trade unions, the focus is on labour productivity, which is crucial for social development and economic growth. Indicators of labour productivity include the output volume and input use (Schulz *et al.*, 2013), which reflect the services or goods produced by the labour force and the efforts, skills and amount of time used by the workers during the production process. Organizational performance is essential in measuring the success of any business or organization. The literature on indicators of organizational performance provides insights into the key factors determining the efficiency and effectiveness of an organization. For instance, Neely *et al.* (2002) performance prism framework proposes five performance perspectives: stakeholder capabilities, strategies, processes, satisfaction, and contributions. Moreover, several specific indicators of organizational performance have been proposed. Othman *et al.* (2016) found that organizational commitment, organizational citizenship behavior, and employee satisfaction are positively related to organizational performance.

Information Technology (IT) has also been found to be critical in measuring organizational performance (Wu & Wang, 2007; Doherty et al., 2012). Additionally, sustainability indicators should cover the areas of economic, environmental, social, and governance performance (Eppler & Hoffmann, 2012). Organizational Performance Indicators (OPIs) have gained significant attention in recent years, with numerous studies identifying and analyzing various OPIs that are used to evaluate an organization's performance. Krause and Handfield (2000) proposed a framework for measuring performance of an organization using a mixture of indicators, both financial and non-financial, including quality, customer satisfaction, and employee satisfaction. In the healthcare industry, OPIs such as patient outcomes, patient satisfaction, and staff turnover have been identified (Joshi *et al.*, 2014). Furthermore, the relationship between OPIs and organizational outcomes has been studied, with Schilpzand *et al.* (2014) finding that higher employee satisfaction was associated with better organizational performance. Ittner *et al.* (2003) established a positive relationship between the use of OPIs and a firm's financial performance.

Overall, the literature on OPIs emphasizes the importance of using a mixture of indicators both financial and non-financial to evaluate an organization's performance. A comprehensive and balanced set of performance indicators covering various perspectives such as financial, internal business process, customer, stakeholder satisfaction, learning and growth, capabilities, strategies, processes and stakeholder contributions are crucial (Neely *et al.*, 2002). Additionally, the literature recognizes the importance of information technology and sustainability in measuring organizational performance (Wu & Wang, 2007; Doherty *et al.*, 2012; Eppler & Hoffmann, 2012).

2.3.7 Trade Unions and Organizational Performance

Trade unions represent workers and aim to improve their working conditions and rights. Blanchflower and Bryson (2010) conducted a large-scale survey of British workplaces and found that the existence of a trade union was associated with enhanced work-life balance, high job satisfaction and low turnover intentions among employees. However, they did not find any significant relationship between union presence and organizational performance indicators such as productivity, profitability, or innovation. Bamber *et al.* (2011) conducted a literature review on trade unions and organizational performance relationship and found mixed results. Some studies suggested that trade unions positively affect productivity and innovation, while others found no relationship or even a negative effect. The authors identified several contextual factors that can influence the relationship, such as the level of union density, the bargaining power of unions, and the nature of the industry.

Artz and Kim (2016) conducted a meta-analysis of studies on the relationship between unionization and organizational performance and established a small but significant negative relationship between unionization and profitability, but no significant relationship with productivity or innovation. They also found that the negative impact on profitability was more pronounced in highly unionized industries. Kim and Kim (2018) performed a study on the Korean manufacturing industry and found that the presence of a trade union was associated with lower labour turnover and higher job satisfaction, but not with organizational performance indicators such as productivity or profitability. Li and Qian (2020) conducted a study on the Chinese banking industry and established that trade union presence was associated with higher employee job satisfaction, but not with organizational performance indicators such as profitability or efficiency. Gashaw and Habtay (2021) investigated the relationship between trade unions and performance of an organization in the Ethiopian manufacturing sector.

They found a significant positive relationship between union density and productivity thus signifying that higher levels of unionization are associated with higher productivity. The literature overall suggests that the relationship between trade unions and performance of an organization is complex and context-dependent. While unions may have a positive effect on job satisfaction and well-being, their effect on organizational performance may depend on various factors such as the industry, union density, and bargaining power (Bamber *et al.*, 2011; Blanchflower & Bryson, 2010; Artz & Kim, 2016; Kim & Kim, 2018; Li & Qian, 2020; Gashaw & Habtay, 2021).

2.4 Conceptual Framework

Ravitch and Riggan (2016) defines a conceptual framework as graphical or written illustration outlining the essential concepts, variables, and relationships that form the foundation of a study. The framework provides the theoretical foundation for research by clarifying the researcher's understanding of the topic, identifying relevant variables, and establishing connections between them. The conceptual framework typically includes assumptions, concepts, and propositions used to guide the research, as well as a graphical illustration of the relationships between the key variables. The relationship between dependent variable "organizational performance" and all the three independent variables: "union affiliation", "collective bargaining", and "Industrial Democracy" each with sub-variables has been illustrated in Figure 2.1. The arrows in the diagram depicting the relationship between the variables indicate that each independent variable has an effect on organizational performance.

Independent Variable

Dependent Variable

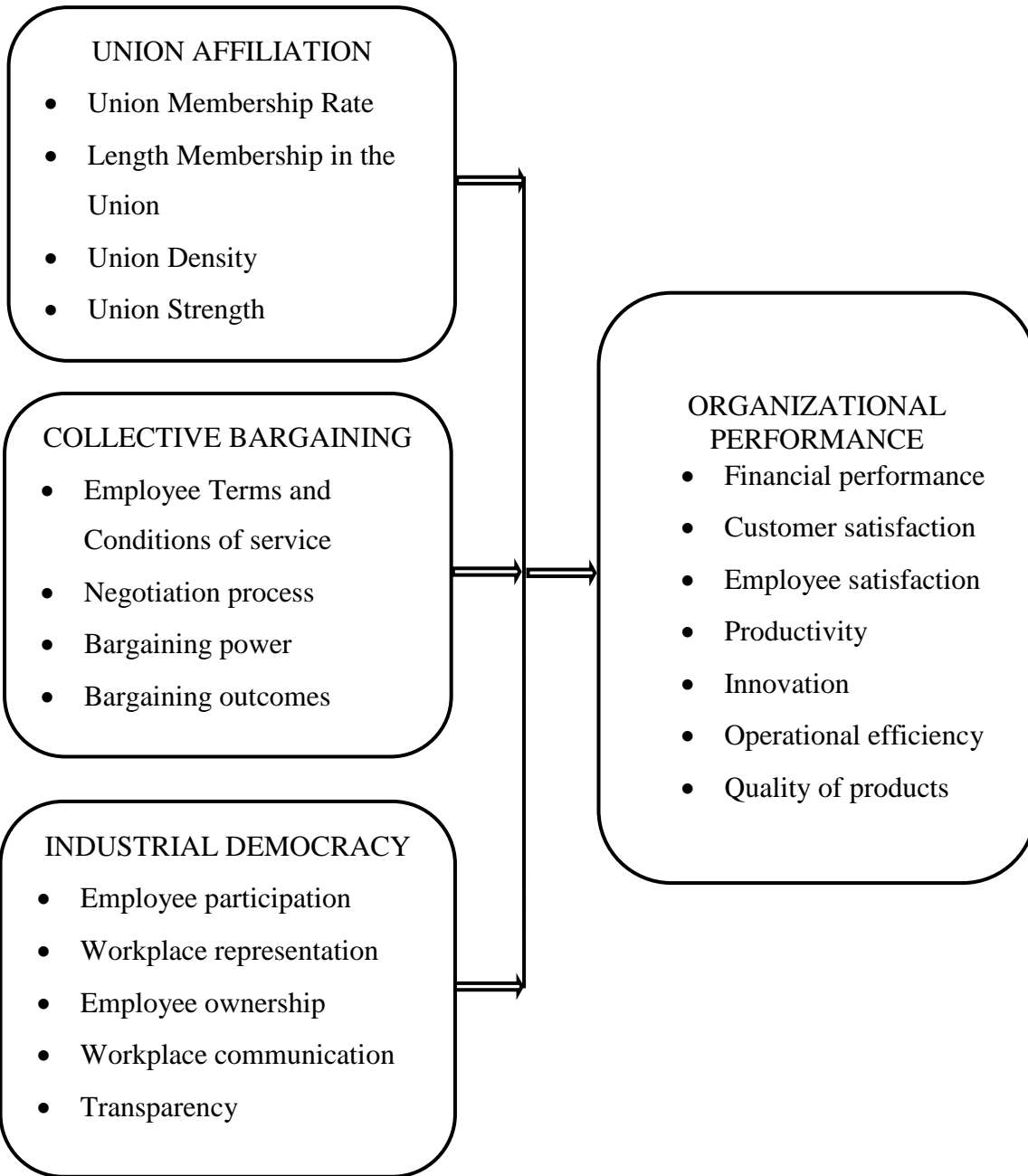


Figure 2.1 Conceptual Framework

2.5 Identification of Knowledge Gap

Despite the existing research on the trade unions and organizational performance relationship, there are still significant gaps in our knowledge that necessitates further investigation. There is a need for research on the long-term impacts of trade unions. Conducting longitudinal studies that track organizational performance over an extended period can provide understanding into the sustained effects of trade unions that will provide insight on the durability and stability of this relationship. Another gap is the lack of comparative studies across different contexts. It is crucial to investigate cross-cultural variations in the relationship between trade unions and the performance of an organization. Such comparative research can uncover unique factors and dynamics that influence the outcomes of trade unions in different cultural and contextual settings.

Moreover, it is essential to explore the impact of trade unions on non-economic outcomes beyond traditional measures of organizational performance. Factors such as employee well-being, work-life balance, and job quality should be considered when examining the influence of trade unions. Understanding the broader impacts of trade unions on these non-economic aspects contributes to a comprehensive understanding of their role in the workplace. Additionally, identifying the variables like employee engagement, job satisfaction, leadership styles, and organizational culture may mediate or moderate the effects trade unions have on organizational outcomes. Understanding these mechanisms can help organizations and trade unions develop strategies that maximize positive effects while mitigating potential negative consequences. Addressing these knowledge gaps through future research will offer a deeper understanding of the trade unions and performance of an organization relationship.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the methodology in research used to achieve the study's objectives. It emphasizes the importance of a systematic and scientific approach to conducting research to guarantee accuracy and validity of the findings. The chapter includes the research design, study location, target population, sample and sampling procedures, data collection instruments, data collection procedure, and data analysis and presentation methods.

3.2 Research Design

A research design is a systematic design that directs the plan of conditions for collecting and analyzing data in a way that seeks to balance the significance to the research purpose with efficiency in procedure (Kothari, 2004). Research design is essential as it facilitates efficient research operations, maximizing information with minimal spending of time, effort, and money. The determinants for the selection of the design are factors such as the research purpose, hypotheses, categories of data, sources of data, and cost considerations (Mugenda & Mugenda, 2003).

A descriptive survey design was adopted for this study. Descriptive research is useful in providing an accurate and valid representation of study variables without manipulation of the variables and reporting various aspects defining competency (Blaxter, Hughes & Tight, 2012; Patton, 2000). Descriptive survey design involves collecting data through surveys, observations, or interviews, and then summarizing and describing the data using statistical measures such as mean, median, and mode (Creswell & Creswell, 2018). A quantitative research methodology was employed for this study, which follows a deductive approach and focuses on describing and establishing relationships among variables (Cooper & Schindler, 2014; Sekaran & Bougie, 2016).

This research design was well-suited for achieving the research objectives as it allows the collection, analysis and the presentation of data that describes the associations between the variables under investigation without manipulating them.

3.3 Location of Study

This study was conducted in the tea factories managed by the Kenya Tea Development Agency, which operates in all the tea-growing regions within Kenya.

3.4 Target Population

According to Kothari (2004), target population is the particular group of individuals or entities for whom information is sought or desired. As defined by Cooper and Schindler (2014), population therefore constitutes all the elements that a researcher desires to study, while Sekaran and Bougie (2016) describe population as a group of people, events or things of interest to the researcher for examination and inference. In this case, the target population is the whole set of elements within a specific population that the researcher wants to study (Zikmund and Babin, 2013). The participants included Human Resource and Administration Officers, Union Officials, and Union Members from each of the sixty-six tea factories managed by the KTDA, as indicated in Table 3.1.

Table 3.1 Target Population

S/No.	Region	No. of Factories	Target Population
1	Region 1	12	36
2	Region 2	9	27
3	Region 3	8	24
4	Region 4	8	24
5	Region 5	12	36
6	Region 6	12	36
7	Region 7	5	15
TOTAL		66	198

3.5 Sample and Sampling Procedures

Sampling design is a procedure used by researchers to select a subset of the population from which they intend to gather a sample (Creswell, 2014). It's important to note that sample size, being a small representation of the population, should be at least 30% of the entire population to be considered adequate for study (Mugenda and Mugenda 2003). According to Mugenda and Mugenda (2009), a sampling technique is the process of selection of respondents from the population. In this study, stratified random sampling was used to select a representative sample of tea factories. Stratified random sampling involves the process of dividing of a population into distinct strata and thereafter randomly selecting a sample from each of the stratum (Sekaran and Bougie, 2016). The factories were divided into seven strata based on the factories' regional location and within each stratum, a 30% sample size was drawn by simple random sampling resulting to total of 23 factories selected for the study. By employing stratified random sampling, researchers can minimize bias, keep costs relatively low, enhance accessibility of the study population, facilitate collection of data and attaining of an accurate representation of the target population (Cooper and Schindler, 2014).

Thereafter, the Human Resource and Administration Manager and Union Official were selected using purposive sampling, whereas Union Members were chosen randomly, resulting to three (3) respondents from each of the 23 sampled factories, totaling to 69 respondents as shown in Table 3.2. Purposive sampling, as defined by Mugenda *et al.* (2003) is a technique through which the researcher is enabled to choose cases or elements that possess necessary information with regards to the study's objectives. Therefore, the subjects were selected based on their informativeness or possession of the required characteristics.

Table 3.2 Sample Size of the Respondents

S/No.	Region	No. of Factories	Sampled Factories (30%)	Sample Size
1	Region 1	12	4	12
2	Region 2	9	3	9
3	Region 3	8	3	9
4	Region 4	8	3	9
5	Region 5	12	4	12
6	Region 6	12	4	12
7	Region 7	5	2	6
TOTAL		66	23	69

3.6 Data Collection Instruments

Data collection involves the systematic gathering of information (Burns and Grove, 2013). According to Kombo and Tromp (2009), data collection plays a crucial role in disseminating accurate information and developing meaningful programs. Both the primary and secondary data were used in this study, with primary data being collected using structured questionnaires. Malhotra and Birks (2006) refers to primary data as the information gathered directly by the researcher from field to specifically address or resolve a particular identified problem within the research project.

According to Cooper and Schindler (2014), the structured questionnaires are questionnaires containing closed-ended questions, which ensure uniformity in responses and easy analysis. The researcher self-administered the questionnaires that were completed by the respondents, which was consistent with a phenomenological approach. Questionnaires provide an efficient and cost-effective method for gathering data from large numbers of participants, while also offering benefits such as standardized responses, anonymity, flexibility, and easy analysis (Tourangeau & Yan, 2007; Dillman, 2000; de Leeuw & Hox, 2008). Appendix II is an attached copy of the questionnaire used in this study.

3.6.1 Validity of the Instrument

Validity is referred to as the degree to which a test measures what it is purposed to measure, and the extent to which the obtained results from the analysis of data actually represent the investigated phenomenon (Orodho, 2005). The validity of the instrument was demonstrated by ensuring that the questionnaire's contents were appropriate for the study's purpose. This involved a review and analysis of the instrument's contents to eliminate ambiguity and ensure that it probed or assessed what it was designed to probe or access (Taylor, 2008). The study achieved different types of validity of the research instrument that included face validity, construct validity and content validity.

The face validity was achieved by employing the pre-testing method and by obtaining feedback from study participants on the clarity and research instrument relevance. This ensured that the research instrument was clear and relevant in measuring the construct of interest (Polit & Beck, 2021). To evaluate the content and construct validity, the instrument underwent scrutiny by seeking expert opinions from the supervisor and other subject matter experts regarding the relevance and comprehensiveness of the items. According to DeVellis (2016), content validity can be assessed by using an experts panel to evaluate relevance and comprehensiveness of the items on the research instrument.

3.6.2 Reliability of the Instrument

Kothari (2008) defines reliability as the measure to which the instrument consistently produces the same or similar results across repeated trials. The degree to which the instrument yields consistent results when administered to the same group of participants at separate occasions is referred to as test-retest reliability. This can be evaluated by administering to the same group of participants, the instrument on two or more occasions then comparing the scores obtained (Streiner & Norman, 2015). To test the reliability of the data collection instrument, the researcher administered to the same group of the respondents

the questionnaires twice within a two-week period. The results of both testing periods were compared to evaluate any necessary amendments or modifications to the instrument.

Internal consistency reliability is referred to as the degree of consistency among items that make up a research instrument. This can be assessed through calculation of the Cronbach's alpha coefficient, that measures the degree to which items in the instrument are interrelated (Koo & Li, 2016). This coefficient measures the interrelatedness of the items in the instrument, particularly when forming a scale from multiple Likert questions in a questionnaire. A Cronbach's alpha coefficient of 0.7 or higher is usually considered adequate (Tavakol, 2011). In this study, the calculation of Cronbach's alpha coefficient yielded a coefficient of 0.786, indicating a reliable measure, as presented in Table 3.3.

Table 3.3 Reliability Statistics of the Data Collection Instruments

Cronbach's Alpha	N of Items
.786	12

3.7 Data Collection Procedures

The data collection began after the University of Kabianga (UoK) Board of Graduate Studies (BGS) approved the research. Permission was sought by the researcher from the appropriate authorities for data collection including the National Commission for Science, Technology and Innovation (NACOSTI) and the sampled tea factories. Prior arrangements with the respondents were made to accommodate their schedules and the questionnaires were hand delivered to the targeted respondents whose confidentiality in their responses was assured and given ample time to complete the questionnaires. Upon completion of the questionnaires, the researcher collected and reviewed them for completeness and accuracy.

3.8 Data Analysis and Presentation

Data analysis involves the editing, coding and tabulating of the collected data to create manageable and easily interpretable summaries (Cox and Cairns, 2008). Data cleaning, including coding, editing and organizing data prior to analysis was done to ensure accuracy and consistency. The raw data was input into the Statistical Package for Social Sciences (SPSS) software version 20, which was then used to process and generate data arrays for analysis. The use of statistical software such as SPSS can assist in processing and analyzing data, as well as generating tables and graphs for presentation (Kinnear & Gray, 2018). A descriptive statistical technique was thereafter used to aid in the depiction of the data by utilizing percentages, frequencies and measures of variability like the standard deviation and variance, for interpretation.

According to Mugenda and Mugenda (2003), the descriptive statistics usually enable meaningful description of distribution of scores or measurements by employing only a few statistics or indices. Tables were used to present the findings for further analysis and comparison and they were accompanied by explanatory notes to highlight the contents. The study utilized inferential statistics to test hypotheses and examine the relationship between the independent variable and dependent variable. Specifically, correlation analysis and regression analysis were employed. Regression analysis was used to test the causal relationship between the independent variables (union affiliation, collective bargaining, industrial democracy) and the dependent variable (organizational performance) as hypothesized.

According to Field (2013), regression analysis is a statistical technique that involves modeling the relationship between one or more independent variables and a dependent variable. The equation below indicates the study's hypothesized model:

$$Y = \lambda + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Based on the provided equation:

- Y = Performance of the tea factories managed by KTDA;
- λ = Constant indicating organizational performance without the selected trade union activities,
- $\beta_1, \beta_2, \beta_3,$ = Coefficient of the independent variables
- X_1 = Union Affiliation;
- X_2 = Collective Bargaining;
- X_3 = Industrial Democracy; and
- ε = Error term.

Furthermore, the study conducted a One Way Analysis of Variance (ANOVA) to assess whether there was a significant difference in organizational performance based on the three independent variables (union affiliation, collective bargaining, industrial democracy). The results of the inferential statistics were presented in the study to identify patterns of behavior and outcomes and to draw conclusions about the influence of trade union activities on organizational performance. Overall, the inferential statistics helped to test the hypothesis of the research and determine the relationship between the variables investigated.

3.9 Ethical Considerations

Informed consent, anonymity, privacy and confidentiality and researcher responsibility were among the ethical issues considered. The researcher received permission from the sampled tea factories and obtained consent from the respondents before administering the research instruments. Informed consent was ensured by providing the respondents with information that was sufficient about the study's purpose and procedure. The researcher further assured the respondents that the provided information was to be used only for research purposes. The respondents' privacy, confidentiality, and anonymity were protected by not recording their identities and the patent rights of the author of the materials used by proper referencing.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

Presentation of the collected data from the field, analysis and interpretation of the study's findings is detailed in this chapter. The study purpose was to investigate the influence of trade union activities on organizational performance in tea factories managed by KTDA. The analysis was based on the specific objectives outlined and theorized in chapter one chapter two respectively. Interpretation of data was conducted as per with the objectives and hypothesis of the research. Analysis data and presentation of findings was done using the techniques proposed in chapter three.

4.2 Response Rate

The analyzed data in this study was collected from 63 out of the targeted sample size of 69 respondents. Some questionnaires were only partially completed by respondents and thus could not be used in the study, resulting in a 91.3% response rate. Kothari (2004) suggested that a response rate equal to or above 50% is suitable for analysis. As a result, the response rate of 91.3% in this study provides an acceptable basis for drawing conclusions.

4.3 Demographic Information of the Respondents

The researcher collected demographic information from the respondents in order to explore any potential relationships between variables such as gender, the period of work and level of education. This information was used to categorize the results and analyze them accordingly. By considering the respondents' characteristics, the study aimed to understand how these demographic factors may influence the research findings and provide additional insights into the research objectives.

4.3.1 Gender of the Respondents

Table 4.1 indicates the gender distribution of the respondents. Out of a total of 63 respondents, 35 (translating to 55.6%) male and 28 (translating to 44.4%) female. The cumulative percent indicates the proportion of respondents that fall into each gender category and in this case, accounting for 100% of the respondents. This suggests that the sample is relatively balanced in terms of gender, a slight majority being male.

Table 4.1 Gender of the Respondents

	Gender	Frequency	Percent	Valid Percent	Cumulative Percent
	Male	35	55.6	55.6	55.6
Valid	Female	28	44.4	44.4	100.0
	Total	63	100.0	100.0	

4.3.2 Age of the Respondents

The distribution of ages of the respondents were as indicated in the Table 4.2. This shows that out of the 63 respondents, 21 (33.3%) were in the 31-40 age group and 29 (46.0%) were in the 41-50 age group. Only 4 respondents (6.3%) were in the 20-30 age group, and 9 respondents (14.3%) were over 50 years old. The findings suggest that the sample is relatively older, with the majority falling in the 31-50 age range.

Table 4.2 Age of the Respondents

	Age	Frequency	Percent	Valid Percent	Cumulative Percent
	20-30 Years	4	6.3	6.3	6.3
	31-40 Years	21	33.3	33.3	39.7
Valid	41-50 Years	29	46.0	46.0	85.7
	Over 50 Years	9	14.3	14.3	100.0
	Total	63	100.0	100.0	

4.3.3 Level of Education

The education level of the respondents was presented in Table 4.3. Out of the 63 respondents, the majority had secondary education, with 23 respondents (36.5%) falling in this category. The next largest group is Diploma/Certificate holders, with 20 respondents (31.7%), followed by 16 respondents (25.4%) with undergraduate degrees, and 4 respondents (6.3%) with postgraduate degrees. The table suggests that the sample is relatively well-educated, with over 60% of respondents having at least a Diploma/Certificate. This implies that the respondents provided relevant information because they had necessary knowledge to understand and respond to the questionnaire.

Table 4.3 Level of Education of Respondents

	Education Level	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary	23	36.5	36.5	36.5
	Diploma/Certificate	20	31.7	31.7	68.3
	Undergraduate	16	25.4	25.4	93.7
	Postgraduate	4	6.3	6.3	100.0
	Total	63	100.0	100.0	

4.3.4 Length of Service in the Factories

The length of service of the respondents in their factories was presented in Table 4.4. The findings indicated that majority of the respondents had been with their organization for 6 - 10 years, with 31 (49.2%) falling in this category. The next largest group is 1 - 5 years of service, with 21 (33.3%), followed by 5 (7.9%) with less than 1 year of service and 6 (9.5%) with more than 10 years of service. The findings further suggest that the sample consists of individuals who have been with their organizations for a relatively long time, with almost 60% of respondents having been with their factories for more than 5 years.

Table 4.4 Length of Service in the Factory

	Length of Service	Frequency	Percent	Valid Percent	Cumulative Percent
	Less than 1 Year	5	7.9	7.9	7.9
	1-5 Years	21	33.3	33.3	41.3
Valid	6-10 Years	31	49.2	49.2	90.5
	More than 10 Years	6	9.5	9.5	100.0
	Total	63	100.0	100.0	

4.3.5 Union Representation

Table 4.5 indicates that all 63 respondents answered "Yes" to the question of whether there is trade union representation in their factory. This implies that all respondents work in a factory that has a trade union presence. This suggests that the employees of the factory have acknowledged the importance of joining trade unions to advocate for and achieve various interests, such as improved compensation, favorable working conditions, and enhanced safety measures, among others.

Table 4.5 Union Representation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	63	100.0	100.0	100.0

4.4 Descriptive Analysis

The study considered three independent variables (union affiliation, collective bargaining, industrial democracy) and the dependent variable (organizational performance). The question to the respondents was to rate the extent of effect of the different aspects of trade union activities on the performance of tea factories managed by KTDA on a scale of one to five, where one indicated strong disagreement and five represented strong agreements. The mean and the standard deviation of each parameter was calculated using SPSS and utilized in the data analysis process.

4.4.1 Union Affiliation and Performance of KTDA Tea Factories

The study's first objective was to examine the relationship between union affiliation and organizational performance of tea factories managed by the KTDA. The respondents were requested to express their level of agreement with the statements regarding the impact of union affiliation on the performance of their respective tea factories. The results of the calculated mean and standard deviation are as indicated in Table 4.6.

Table 4.6 Descriptive Statistics on Union Affiliation

Statements on Union Affiliation	N	Minimum	Maximum	Mean	Std. Deviation
Employees join trade unions for representation and negotiation for better terms and conditions of service	63	3	5	4.73	.545
Members are cushioned by the trade union against harsh inflationary periods	63	3	5	4.65	.652
Job standards in the organization are established and determined for members by the trade unions	63	3	5	4.38	.728
Relations between the employer and the employees is regulated with trade unions	63	3	5	4.67	.622
Employees are represented by the trade union at disciplinary and grievance hearing	63	4	5	4.90	.296
Valid N (listwise)	63				

The findings indicate that on average, employees in the tea factories join trade unions for representation and negotiation for better terms and conditions of service (mean = 4.73) with a (standard deviation = 0.545).

Additionally, the trade unions in these tea factories cushion their members against harsh inflationary periods (mean = 4.65) with a (standard deviation = 0.652). Similarly, the job standards in the organization are established and determined for members by the trade unions (mean = 4.38) with a (standard deviation = 0.728). The analysis further indicates that relations between the employer and the employees is regulated with trade unions (mean = 4.67) with a (standard deviation = 0.622). Finally, the trade unions in these factories represent workers at disciplinary and grievance hearing (mean = 4.90) with a (standard deviation = 0.296).

The mean scores range from 4.38 to 4.90 for the different union affiliation activities, with the highest mean score being for the statement "Employees are represented by the trade union at disciplinary and grievance hearing". This implied that the respondents largely were in agreement with the significant role played by the trade unions in representing members in disciplinary and grievance hearings. The mean scores for all union affiliation activities are above 4, indicating that the respondents generally agreed that union affiliation has a significant role in the performance of tea factories managed by KTDA.

The standard deviation for the different union affiliation activities range from 0.296 to 0.728, with the highest standard deviation being for the statement "Job standards in the organization are established and determined for members by the trade unions". This indicates the wide variation in the responses for this particular statement. The relatively low standard deviations indicate a high level of agreement among the respondents on the importance of union affiliation in these factories. Overall, the results suggest that a crucial role is played by the trade unions in representing and advocating for enhanced terms and conditions of service for employees in tea factories managed by the KTDA. The results also suggest that trade unions have a significant impact on regulating relations between workers and their employers, which may lead to better performance in the tea factories.

The findings are in consistency with other previous research that has shown the positive effect of trade unions on the performance of organizations. Kimani *et al.* (2019) study on the impact of trade unions on organizational performance in Kenya found that unionization had positive effect on employee engagement, job satisfaction and employee commitment. Another study by Ozga and Murray (2018) on trade unions the effect on organizational performance in the UK found that unionization led to better pay, better working conditions, and improved job security.

4.4.2 Collective Bargaining and Performance of KTDA Tea Factories

The study's second objective was to investigate the influence of collective bargaining on organizational performance of tea factories managed by the KTDA. The respondents were requested to express their level of agreement with statements regarding the impact of collective bargaining on the performance of their respective tea factories. The results of the calculated mean and standard deviation are as indicated in Table 4.7. The results show that on average, the respondents agreed that strikes are frequently witnessed in their organization (mean = 4.03) with a (standard deviation = 0.474) suggesting that strikes are a common occurrence in tea factories managed by KTDA.

Furthermore, the respondents strongly agreed that strikes negatively affect organizational performance (mean = 4.71) with a (standard deviation = 0.551), indicating that strikes have a significant impact on the operations of the tea factories. Also indicated is that trade unions have used strikes as the main tool to express themselves when negotiations fail (mean = 4.81) with a (standard deviation = 0.396) suggesting that trade unions rely heavily on strikes to make their demands. Additionally, the trade unions within the organization are seen as an effective mobilizer of employees for collective action when negotiations fail (mean = 4.76) with a (standard deviation = 0.429), implying that the union is seen as a strong force in the tea factories.

Finally, the respondents agreed that the trade union negotiates better wages and working condition terms for its members (mean = 4.56) with a (standard deviation = 0.690), indicating that the union plays a significant role of improving the welfare of their members in tea factories managed by KTDA.

Table 4.7 Descriptive Statistics on Collective Bargaining

Statements on Collective Bargaining	N	Minimum	Maximum	Mean	Std. Deviation
Union strikes are frequently witnessed in our organization	63	3	5	4.03	.474
Strike interfere with the normal operation and negatively affect organizational performance	63	3	5	4.71	.551
Trade unions have used strikes as the main tool to express themselves when negotiations fail	63	4	5	4.81	.396
Employees are mobilized by the trade unions for collective action when negotiations fail	63	4	5	4.76	.429
Better wages and working condition terms are negotiated by the trade union for their members	63	3	5	4.56	.690
Valid N (listwise)	63				

The mean for the statements ranged from 4.03 to 4.81, indicating that the respondents generally agreed with the statements. The statement with the lowest mean (4.03) was "Union strikes are frequently witnessed in our organization," indicating that strikes were not a common occurrence in the tea factories while the statement "Trade unions have used strikes as the main tool to express themselves when negotiations fail," had the highest mean (4.81), indicating that the respondents generally agreed strikes were the primary way that trade unions expressed their dissatisfaction when negotiations failed.

The standard deviations ranged from 0.396 to 0.690, indicating that the responses were relatively consistent for all statements. The statement with the lowest standard deviation (0.396) was "Trade unions have used strikes as the main tool to express themselves when negotiations fail," indicating that least variation in the responses to this statement while the statement with the highest standard deviation (0.690) was "Better wages and working condition terms are negotiated by the trade union for their members". This suggests that there was a greater range of responses and increased variability in the answers provided for this particular statement. As suggested by the results, the role played by collective bargaining is important in the performance of tea factories managed by KTDA and that strikes are not a common occurrence in these factories.

In summary, the research findings support the notion that collective bargaining can enhance organizational performance. However, the reliance on strikes as a means of expressing dissatisfaction with management can negatively affect organizational performance. Organizations should, therefore, strive to maintain positive relationships with their employees and trade unions to foster a cooperative work environment and minimize the occurrence of strikes. Previous research also demonstrated a positive correlation between collective bargaining and organizational performance. For instance, a study conducted by Sabir, Mahmood, and Mahmood (2020) established that collective bargaining had a positive impact on organizational performance in the banking sector in Pakistan.

Similarly, a study by Mawoli and Gachunga (2019) found that collective bargaining positively affects organizational performance in the Kenya's manufacturing sector. However, other studies that indicated a negative relationship between collective bargaining and organizational performance. For example, a study by Bøg, Kuhn, and Vanhuysse (2018) indicated that strikes have a negative impact on firm-level productivity and profitability in European countries.

Another study by Bahadir, Brouthers, and Yildirim (2018) found that strikes negatively affect firm performance in emerging markets. These studies suggest that strikes can disrupt organizational operations and result in reduced productivity and profitability.

4.4.3 Industrial Democracy and Performance of KTDA Tea Factories

The study's third objective was to assess the effect of industrial democracy on organizational performance in tea factories managed by the KTDA. The respondents were requested to express their level of agreement with statements regarding the impact of industrial democracy on the performance of their respective tea factories. The results of the calculated mean and standard deviation are as indicated in Table 4.8. The first statement "There is a mutual relationship between trade union and management in my organization" (mean = 4.49) with a (standard deviation = 0.693) indicating that the respondents generally agreed to the statement that there was mutual relationship between the trade union and management in their organization.

The second statement "Mutual labour management relations has positive effect on workers' performance" (mean = 4.71) with a (standard deviation = 0.580) indicating that the respondents generally agreed that the relationship between labour management relations and workers' performance was positive. The third statement "Organizations should encourage participation of workers in decision-making" (mean = 4.67) with a (standard deviation = 0.596) indicating that the respondents generally agreed that the participation in the decision-making by workers should be encouraged. The fourth statement "Allowing participation of employees in decision making would give them a sense of belonging" (mean = 4.75) with a (standard deviation = 0.507) indicated that the respondents generally agreed that allowing workers' participation in decision-making increases their sense of belonging in the organization.

The fifth statement "The communication gap between employees and management in our organization is narrowed" (mean = 4.41) with a (standard deviation = 0.961) indicated that the respondents generally agreed that the communication gap between employees and management has been narrowed in their organization. The sixth statement "Good communication enhances smooth labour management relations" (mean = 4.86) with a (standard deviation = 0.353) indicated that the respondents generally agreed that good communication between employees and management enhances smooth labour management relations.

The mean ranged from 4.41 to 4.86 indicating a relatively high extent to which the respondents concurred with the statements. The highest mean of 4.86 was observed for the statement "good communication enhances smooth labour-management relations" while the lowest mean of 4.41 was observed for the statement "the communication gap between employees and management in our organization is narrowed". The values for standard deviation ranged from 0.353 to 0.961, indicating a relatively lower level of dispersion of the data around the mean and the respondents' views are quite consistent suggesting that industrial democracy is perceived as important in the performance of tea factories managed by KTDA. The lowest standard deviation of 0.353 was observed for the statement "good communication enhances smooth labour-management relations," while the highest standard deviation of 0.961 was observed for the statement "the communication gap between employees and management in our organization is narrowed".

Table 4.8 Descriptive Statistics on Industrial Democracy

Statements on Industrial Democracy	N	Minimum	Maximum	Mean	Std. Deviation
There is a mutual relationship between trade union and management in my organization	63	3	5	4.49	.693
Mutual labour management relations has positive effect on workers performance	63	3	5	4.71	.580
Organizations should encourage participation of workers in decision	63	3	5	4.67	.596
Allowing participation of employees in decision making would give them a sense of belonging	63	3	5	4.75	.507
The communication gap between employees and management in our organization is narrowed	63	2	5	4.41	.961
Good communication enhances smooth labour management relations	63	4	5	4.86	.353
Valid N (listwise)	63				

Overall, the study results suggest that respondents in general agreed with importance of industrial democracy activities relative to the performance of tea factories managed by KTDA, particularly with regards to good communication enhancing smooth labour-management relations. This study complements the growing body in literature that suggests that industrial democracy activities, such as good communication, participation in decision-making, and mutual labour-management relations, can positively impact organizational performance. These findings can be useful for tea factories managed by KTDA and other organizations that are seeking to improve their performance through the implementation of industrial democracy practices.

The study findings are in consistency with the previous studies highlighting the importance of industrial democracy in improving the performance. For example, Huq and Begum (2019) in their study found that effective communication between management and employees is an important component of industrial democracy which leads to better performance. Similarly, Akhter and Ali (2018) in their study found that participation in decision-making help develop employees' sense of belonging and motivation, leading to improved performance. Furthermore, a study by Abubakar *et al.* (2021) found that good labour-management relations can positively impact organizational performance in the Nigerian manufacturing sector.

4.4.4 Performance of KTDA Tea Factories

Table 4.9 presents the descriptive statistics on various statements related to trade unions and performance of tea factories managed by KTDA. All the statements have a mean above 4.5, indicating the general agreement of respondents with the statements.

The statement "Trade unions have used strikes as the main tool to express themselves when negotiations fail hence decreasing organizational performance" had a mean of 4.83, indicating that most respondents agreed that strikes have negative impact on the performance of organizational. This was for the reason that strikes disrupt the production process and cause delays, leading to lower productivity and profitability.

Table 4.9 Descriptive Statistics on Performance

Statements on Performance	N	Minimum	Maximum	Mean	Std. Deviation
Organizational performance is enhanced since workers perform efficiently by trade unions instituting and determining job standards in the organization	63	3	5	4.70	.638
Trade unions give the employer peace and harmony to perform effectively and increase performance by redressing the balance of power between them	63	3	5	4.75	.538
Trade unions have used strikes as the main tool to express themselves when negotiations fail hence decreasing organizational performance	63	4	5	4.83	.383
The Employees are mobilized for collective action when negotiations fail leading to negative effect on organizational performance	63	3	5	4.67	.622
Wages and working condition terms for members are negotiated by trade unions hence increase in organization performance	63	4	5	4.78	.419
Members are enabled to access educational facilities through trade unions thus improved skill and overall performance	63	3	5	4.63	.655
Valid N (listwise)	63				

On the other hand, the statements "Wages and working condition terms for members are negotiated by trade unions hence increase in organization performance" (mean = 4.78), "Trade unions give the employer peace and harmony to perform effectively and increase performance by redressing the balance of power between them" (mean = 4.75) and "Members

are enabled to access educational facilities through trade unions thus improved skill and overall performance" (mean score of 4.63) also have high mean values, indicating that respondents believe that trade unions positively impact organizational performance by negotiating better working conditions and remuneration for their members hence employee satisfaction. This suggests that when workers are satisfied with their compensation and working conditions, they may be more motivated and productive. Overall, the results suggest that trade unions lead to both positive and negative impacts on organizational performance, depending on how they are managed and the strategies they employ. Trade unions can be effective in negotiating better working conditions and compensation for workers, but strikes can be disruptive to the production process and cause delays, leading to lower productivity and profitability.

The study findings are consistent with the previous studies for example, a study by Ankomah and Cudjoe (2020) found that trade unions positively influence employee satisfaction and organizational performance by negotiating better wages and working conditions. Similarly, a study by Long and Chun (2018) found that trade unions had positive impact on the performance of an organization by promoting employee participation and involvement in decision-making processes. However, some studies have found that trade unions had negative impacts on the performance of an organization, particularly when strikes are used as a bargaining tool. For instance, a study by Chen and Chen (2018) found that strikes can disrupt the production process and cause delays, leading to lower productivity and profitability. Additionally, a study by Kim and Kim (2017) found that trade unions can increase labour costs and decrease efficiency, leading to lower profitability.

4.5 Inferential Analysis

The researcher utilized statistical tests, including correlation and regression analysis, in examining the relationship between variables and testing the hypotheses. The inferential analysis was critical in determining statistical significance of the findings and their generalizability to the population under study (Salkind, 2017). By analyzing in detail the relationship between variables, the study was able to uncover insights that may have been overlooked by simply looking at the descriptive statistics (Field, 2013).

4.5.1 Correlation

The Pearson correlation coefficients indicates strength and direction of linear relationship between the variables. The significance levels (p-values) show whether the correlations are statistically significant or not. The correlation Table 4.10 presents the association between independent variables (union affiliation, collective bargaining, industrial democracy) and dependent variable (organizational performance). The study results indicate existence of significant positive correlation between Organization's Performance and Industrial Democracy ($r = 0.508$, $p < 0.01$), Collective Bargaining ($r = 0.612$, $p < 0.01$) and Union Affiliation ($r = 0.365$, $p < 0.01$). Moreover, there was a significant positive correlation between Industrial Democracy and Collective Bargaining ($r = 0.756$, $p < 0.01$), Union Affiliation and Collective Bargaining ($r = 0.702$, $p < 0.01$), and Industrial Democracy and Union Affiliation ($r = 0.479$, $p < 0.01$). Therefore, the three independent variables are positively related to the dependent variable and have significant relationships with each other and those that want to improve their performance should engage in collective bargaining and have better relationships with their unions.

Table 4.10 Correlations

		Correlations			
		Organization's Performance	Union Affiliation	Collective Bargaining	Industrial Democracy
Organization's Performance	Pearson	1	.365**	.612**	.508**
	Correlation				
	Sig. (2-tailed)		.003	.000	.000
	N	63	63	63	63
Union Affiliation	Pearson	.365**	1	.702**	.479**
	Correlation				
	Sig. (2-tailed)	.003		.000	.000
	N	63	63	63	63
Collective Bargaining	Pearson	.612**	.702**	1	.756**
	Correlation				
	Sig. (2-tailed)	.000	.000		.000
	N	63	63	63	63
Industrial Democracy	Pearson	.508**	.479**	.756**	1
	Correlation				
	Sig. (2-tailed)	.000	.000	.000	
	N	63	63	63	

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

Similar study findings were reported in other studies, such as Cho and Kim (2021) found that trade union participation was associated positively with employee organizational commitment and job satisfaction which were in turn associated positively with the performance of an organization. Another study by Huang and Hsu (2021) found that trade unions can play a positive role in promoting cooperation thus reducing conflict between employees and management, which can lead to improved performance of an organization. Similarly, Akram and Raza (2021) in their study established that union membership and participation positively affect employee motivation, which in turn positively affects organizational performance.

4.5.2 Regression Analysis

A multiple regression analysis was conducted by the study to determine the relationship between the independent variables (union affiliation, collective bargaining, industrial democracy) and the dependent variable (organizational performance). Table 4.11, Table 4.12 and Table 4.13 detail the findings.

Table 4.11 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.599 ^a	.359	.327	.421	.359	11.019	3	59	.000

a. Predictors: (Constant), Industrial Democracy, Collective Bargaining, Union Affiliation

b. Dependent Variable: Organization's Performance

The information about the overall fit of the regression model is provided in the Table 4.11. The findings showed a moderate positive correlation between the dependent variable and the independent variables as indicated by R value of 0.599. The independent variables explain 35.9% of the variation in the dependent variable as indicated by the R Square value of 0.359. Considering the number of predictors in the model, the adjusted R-square value of 0.327 suggested that the model was a good fit for the data. The average difference between predicted and actual values of organizational performance was indicated by the standard error of the estimate (0.421). The change statistics indicated that inclusion of the independent variables in the model improved the model fit significantly as shown by the R-square change value (0.359) and the F value (11.019). The significance level (p-value) of the F-test was < 0.001, indicated that the improvement in model fit was statistically significant.

The model summary results suggest that the independent variables included in the model (union affiliation, collective bargaining and industrial democracy) had significant positive relationship with the dependent variable (organizational performance). However, other variables that were not included in the model may also influence the dependent variable.

Table 4.12 Analysis of Variance (ANOVA)

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	5.860	3	1.953	11.019	.000 ^b
1	Residual	10.458	59	.177		
	Total	16.317	62			

a. Dependent Variable: Organization's Performance

b. Predictors: (Constant), Industrial Democracy, Collective Bargaining, Union Affiliation

The Table 4.12 presents the results of a multiple regression analysis of the dependent variable "Organization's Performance" and three independent variables: "Union Affiliation", "Collective Bargaining", and "Industrial Democracy". The model's regression sums of squares of 5.860 indicated that the independent variables explained a significant proportion of the variance in the dependent variable. The degrees of freedom (df) for the regression was 3, while the mean square was 1.953. The model F-statistic (11.019) and the associated p-value of less than 0.001 ($p < 0.001$) suggested that the model was statistically significant. The residual sum of squares is 10.458, with 59 degrees of freedom. The mean square for the residual was 0.177 indicating that even after accounting for the independent variables in the model, there was still some unexplained variance in the dependent variable. The total sum of squares was 16.317 with 62 degrees of freedom.

In conclusion, the regression model with showed that the independent variables (Union Affiliation, Collective Bargaining, and Industrial Democracy) were statistically significant in predicting the dependent variable (Organization's Performance).

Table 4.13 Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	.470	.213	2.210	.031	
	Union Affiliation	.310	.096	.344	3.245	.002
1	Collective Bargaining	.296	.090	.347	3.296	.002
	Industrial Democracy	.308	.101	.327	3.062	.003

a. Dependent Variable: Organization's Performance

The Table 4.13 indicates the regression coefficients for the model examining the influence of trade union activities on organizational performance in tea factories managed by the KTDA. The study included three independent variables (union affiliation, collective bargaining, and industrial democracy) and the dependent variable (organizational performance). The study revealed a significant positive effect on organizational performance from all the three independent variables. Specifically, union affiliation (Beta = 0.344, t = 3.245, p = 0.002), collective bargaining (Beta = 0.347, t = 3.296, p = 0.002), and industrial democracy (Beta = 0.327, t = 3.062, p = 0.003) show significant relationships.

The findings were consistent with previous research, which indicated that trade union activities can enhance organizational performance. For instance, Cho and Kim (2021) reported that trade union participation was linked to employee job satisfaction and organizational commitment, which consequently improved organizational performance. Similarly, Huang and Hsu (2021) found that trade unions had a positive role in promoting cooperation thus reducing conflict between employees and management, which ultimately improve organizational performance.

Another study by Akram and Raza (2021) found that union membership and participation positively influence employee motivation, which enhances organizational performance. Thus, the results suggest that trade union activities, including union affiliation, collective bargaining, and industrial democracy, can positively impact organizational performance in the tea factories managed by the KTDA. As a result of the study findings, the ideal regression equation in this study can be stated as: $Y = 0.470 + 0.310X_1 + 0.296X_2 + 0.308X_3 + 0.213$ where 0.470 represents the constant, X_1 (Union Affiliation index), X_2 (Collective Bargaining index), X_3 (Industrial Democracy index) and 0.213 (the error term). The constant term (0.470) represents the dependent variable (Organizational Performance) expected value when all the independent variables (union affiliation, collective bargaining, and industrial democracy) are equal to zero. The coefficients (0.310, 0.296, 0.308) represents the change in the dependent variable (Y) for each unit change in the respective independent variables (X_1 , X_2 , X_3). For example, a one-unit increase in the union affiliation index (X_1) is associated with a 0.310 increase in the value of Y, holding other variables constant.

Similarly, a one-unit increase in the collective bargaining index (X_2) is associated with a 0.296 increase in the value of Y, and a one-unit increase in the industrial democracy index (X_3) is associated with a 0.308 increase in the value of Y. The constant term and coefficients indicate the strength and direction of the relationships between the three independent variables and the dependent variable. Positive coefficients suggest positive relationship, which means that an increase in the independent variable is associated with an increase in the dependent variable. The equation suggests that the independent variables (union affiliation, collective bargaining, and industrial democracy) collectively explain and predict the variations in the dependent variable (organizational performance).

4.6 Chapter Summary

Chapter four presented results and the findings derived from the data collected during the research. This chapter provided an analysis of data related to the background information and research objectives of the study. The correlation and regression analysis indicated that each of the independent variables (union affiliation, collective bargaining, and industrial democracy) positively and significantly dependent variable (organizational performance).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents a summary of the findings, conclusions and recommendations from the study on the influence of trade union activities on organizational performance in the tea factories managed by KTDA as well as suggestions for further research.

5.2 Summary

The purpose of this study was to investigate the influence of trade union activities on organizational performance in tea factories managed by KTDA. The study aimed to achieve specific objectives, which included examining the impact of union affiliation, collective bargaining, and industrial democracy on the organizational performance of tea factories managed by the KTDA. In summary, the study findings demonstrated a statistically significant relationship between union affiliation, collective bargaining, industrial democracy, and the performance of tea factories managed by KTDA.

5.2.1 Union Affiliation and Performance of KTDA Tea Factories

The first study objective was to examine the relationship between union affiliation and organizational performance in tea factories managed by the KTDA. The regression analysis results revealed positive and statistically significant relationship between union affiliation and organizational performance in tea factories managed by the KTDA. The study found that members of a trade union benefit from the union activities such as representation during disciplinary and at grievance hearings, facilitation of educational opportunities for members and influence labour policies and laws in favour of employees which ultimately improve their performance. Despite this, union affiliation was established to have positive correlation with organizational performance in KTDA tea factories. The study recommends that tea industry organizations encourage union affiliation among their employees to enhance performance.

5.2.2 Collective Bargaining and Performance of KTDA Tea Factories

The second study objective was to investigate the influence of collective bargaining on organizational performance in tea factories managed by the KTDA. The regression analysis results showed positive and statistically significant relationship between collective bargaining and organizational performance. The study established that collective bargaining allows employees to negotiate as a group through their trade unions for better wages, improved working conditions, and benefits. This leads to employee satisfaction, motivation, and commitment to their work, ultimately resulting in improved organizational performance. Additionally, management's attitude towards collective bargaining was found to affect the bargaining process's outcome. When management is supportive and open-minded, both parties tend to benefit. Trade unions challenge is to advocate for worker welfare without jeopardizing the company's interests. Additionally, successful negotiations for higher wages can prompt managers to manipulate factors of production to cover increased labour costs and increase performance.

5.2.3 Industrial Democracy and Performance of KTDA Tea Factories

The third study objective was to assess the effect of industrial democracy on organizational performance in tea factories managed by the KTDA. The regression analysis results indicated positive and statistically significant relationship between industrial democracy and organizational performance in tea factories managed by the KTDA.

The study found that involvement of employees in decision-making processes and offer of a sense of ownership in the organization can enhance their job satisfaction and motivation, ultimately leading to improved productivity. Additionally, the study emphasized the importance of maintaining good labour-management relations and resolving grievances promptly to ensure industrial peace and harmony. Overall, the study recommends that organizations should strive to promote industrial democracy to enhance their performance.

5.3 Conclusions

The purpose of this study was to investigate the influence of trade union activities on the organizational performance of tea factories managed by the Kenya Tea Development Agency (KTDA). The study's specific objectives were successfully achieved by examining the influence of trade union membership, collective bargaining, and industrial democracy on organizational performance. The study's results revealed that organizations that promote union affiliation, improve collective bargaining, and enhance industrial democracy tend to exhibit better performance. However, the study also identified that trade unions can present management challenges that have a negative effect on organizational performance and therefore addressing such challenges to optimize their performance outcomes is essential for organizations. The findings of this study provide valuable insights into the relationship between trade union activities and organizational performance. They highlight the significance of promoting union affiliation and enhancing industrial democracy within organizations. However, further research is necessary to delve into the specific mechanisms and factors that underlie this relationship.

5.4 Recommendations

According to the results of the findings of the study on the influence of trade union activities on organizational performance in tea factories managed by the KTDA, several recommendations can be made. Firstly, organizations in the tea industry should encourage union affiliation among their employees to improve performance, as the study established that union affiliation has positive and significant effect on organizational performance. Secondly, organizations should work with their unions to improve the quality of collective bargaining, as the study established that collective bargaining has positive and significant effect on organizational performance.

Thirdly, organizations should promote democratic practices in the workplace, such as involving employees in decision-making, to improve performance following the finding of the study that industrial democracy has positive and significant effect on organizational performance. Furthermore, organizations should develop strategies to address the management challenges posed by trade unions, such as improving communication and transparency with union representatives. Organizations should monitor continuously and evaluate the effect of union activities on organizational performance to identify areas that require improvement and ensure that union activities continue to improve organizational performance.

This study suggests that trade unions can have positive and significant effect on organizational performance in the tea industry. Therefore, organizations should work to promote union affiliation, improve collective bargaining, and enhance industrial democracy, while also addressing the challenges posed by trade unions. Continuous monitoring and evaluation of the union activities and their effect on organizational performance is also recommended to ensure that organizations are able to sustain the positive effects of trade union activities.

5.5 Suggestions for Further Research

This study further recommends that future research studies should consider investigating the role of other variables such as leadership, organizational culture, and technology in moderating or mediating relationship between union activities and organizational performance to gain insights into how leadership styles and practices, organizational culture, and the integration of technology influence relationship between union activities and organizational performance. This research study will help organizations identify effective leadership strategies, develop a supportive organizational culture, and leverage technology for positive outcomes.

Another suggestion for further research area is on understanding how trade unions adapt and respond to rapid technological advancements in various industries. This research can provide valuable insights into how trade unions navigate technological shifts, address potential job displacement, and advocate for workers' rights in the digital age. By investigating these areas, researchers can contribute to a more comprehensive understanding of the complex dynamics between union activities, leadership, organizational culture, technology, and organizational performance. The outcomes of these studies can inform organizations' strategies, policies, and practices to optimize their performance while effectively engaging with trade unions in the evolving landscape.

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APPENDICES

Appendix I: Introduction Letter.

No.....

Dear Sir/Madam,

RE: REQUEST TO COLLECT RESEARCH DATA

I am writing to kindly request your assistance in collecting research data for my ongoing study as a student at the University of Kabianga. This research is being conducted as part of the requirements for the degree of Master of Business Administration in Human Resource Management within the School of Business & Economics. The title of my research topic is “INFLUENCE OF TRADE UNION ACTIVITIES ON ORGANIZATIONAL PERFORMANCE IN TEA FACTORIES MANAGED BY KENYA TEA DEVELOPMENT AGENCY”.

Please find enclosed a self-administered questionnaire for your reference and I request that you answer the questions as thoroughly and honestly as possible. Kindly be rest assured that the information provided will be used solely for academic purposes and treated with the utmost confidentiality. Your anonymity, as well as the confidentiality of your organization, will be strictly maintained, and no identifying information will be included in the final report. Your participation in this exercise would be greatly appreciated and we extend our sincere gratitude in advance for your cooperation.

Yours Sincerely,

WASHINGTON ODHIAMBO WAMBAS

MBA/A/033/14

Appendix II: Research Questionnaire

Dear Respondent,

The following questions seek to collect data which will enable the researcher to arrive at findings on research title “INFLUENCE OF TRADE UNION ACTIVITIES ON ORGANIZATIONAL PERFORMANCE IN TEA FACTORIES MANAGED BY KENYA TEA DEVELOPMENT AGENCY”. This questionnaire has been specifically designed for academic purposes, and any information provided in response will be handled with the utmost CONFIDENTIALITY. As a selected respondent for this study, I kindly request that you consider it an honor to participate and provide answers as objectively as possible.

SECTION A: GENERAL INFORMATION

Instruction: Please mark the relevant option with a **tick (√)** in the boxes provided.

1. What is your gender?

Male () Female ()

2. What is your age bracket?

20-30 () 31-40 () 41-50 () over 50 ()

3. Do you have trade union representation in your factory?

Yes () No ()

4. What is the name of your employer/ factory?

.....

5. What is your highest level of Education?

Primary ()

Secondary ()

Diploma/Certificate ()

Undergraduate ()

Masters ()

6. How long have you worked in this organization?

Less than 1 year ()

1- 5 years ()

6-10years ()

More than 10 years ()

SECTION B: UNION AFFILIATION/MEMBERSHIP

7. Do you agree that union affiliation has an influence on your organization's performance?

Yes () No () Undecided ()

8. Please support your answer above ? _____

The table below indicates the benefits of being a member of trade unions in an organization.

On a rating scale of 1-5, please indicate the extent, to which you agree with these statements, where:

5=Strongly Agreed 4= Agreed 3= Undecided 2= Disagreed 1= Strongly Disagreed

No	Statements	5	4	3	2	1
9.	Employees join trade unions for representation and negotiation for better terms and conditions of service					
10.	Members are cushioned by the trade union against harsh inflationary periods.					
11.	Job standards in the organization are established and determined for members by the trade unions					
12.	Relations between the employer and the employees is regulated with trade unions					

No	Statements	5	4	3	2	1
13.	Employees are represented by the trade union at disciplinary and grievance hearing					

SECTION C: COLLECTIVE BARGAINING

14. Do you agree that collective bargaining has an effect on your organization's performance?

Yes () No () Undecided ()

15. Please support your answer above ? _____

The table below indicates the activities of trade unions within organizations in relation to collective bargaining. On a rating scale of 1-5, please indicate the extent to which you agree with this statements, where:

5=Strongly Agreed 4= Agreed 3= Undecided 2= Disagreed 1= Strongly Disagreed

No	Statements	5	4	3	2	1
16.	Union strikes are frequently witnessed in our organization					
17.	Strike interfere with the normal operation and negatively affect organizational performance					
18.	Trade unions have used strikes as the main tool to express themselves when negotiations fail					
19.	Employees are mobilized by the trade unions for collective action when negotiations fail					
20.	Better wages and working condition terms are negotiated by the trade union for their members					

SECTION D: INDUSTRIAL DEMOCRACY

21. Do you agree that industrial democracy has an impact on your organization's performance?

Yes () No () Undecided ()

22. Please support your answer above? _____

In the table below are indicator statements of industrial democracy within an organization. On a rating scale of 1-5, please indicate the extent to which you agree with this statements, where:

5=Strongly Agreed 4= Agreed 3= Undecided 2= Disagreed 1= Strongly Disagreed

No	Statements	5	4	3	2	1
23.	There a mutual relationship between trade union and management in my organization					
24.	Mutual labour management relations has positive effect on workers performance					
25.	Organizations should encourage participation of workers in decision					
26.	Allowing participation of employees in decision making would give them a sense of belonging					
27.	The communication gap between employees and management in our organization is narrowed					
28.	Good communication enhances smooth labour management relations					

29. In promoting harmonious relations, what is your advice to both the management and the trade union? _____

SECTION E: ORGANIZATIONAL PERFORMANCE

The table below indicates how trade unions activities affect Organizations. On a rating scale of 1-5, please indicate the extent, to which you agree with these statements, where:

5=Strongly Agreed 4= Agreed 3= Undecided 2= Disagreed 1= Strongly Disagreed

No	Statements	5	4	3	2	1
30.	Organizational performance is enhanced since workers perform efficiently by trade unions instituting and determining job standards in the organization					
31.	Trade unions give the employer peace and harmony to perform effectively and increase performance by redressing the balance of power between them					
32.	Trade unions have used strikes as the main tool to express themselves when negotiations fail hence decreasing organizational performance					
	The Employees are mobilized for collective action when negotiations fail leading to negative effect on organizational performance					
33.	Wages and working condition terms for members are negotiated by trade unions hence increase in					

No	Statements	5	4	3	2	1
	organization performance					
34.	Members are enabled to access educational facilities through trade unions thus improved skill and overall performance					

Thank you for your valuable time and input in completing this Questionnaire.

END.

Appendix III: List of KTDA Ltd Managed Tea Factories

<p>REGION 1</p> <ol style="list-style-type: none"> 1. Kambaa Tea Factory Company Limited 2. Mataara Tea Factory Company Limited 3. Kagwe Tea Factory Company Limited 4. Theta Tea Factory Company Limited 5. Ngere Tea Factory Company Limited 6. Ikumbi Tea Factory Company Limited 7. Ndarugu Tea Factory Company Limited 8. Gachege Tea Factory Company Limited 9. Njunu Tea Factory Company Limited 10. Nduti Tea Factory Company Limited 11. Makomboki Tea Factory Company Limited 12. Gacharage Tea Factory Company Limited 	<p>REGION 2</p> <ol style="list-style-type: none"> 13. Githambo Tea Factory Company Limited 14. Kanyenyaini Tea Factory Company Limited 15. Kiru Tea Factory Company Limited 16. Gatunguru Tea Factory 17. Chinga Tea Factory Company Limited 18. Iriaini Tea Factory Company Limited 19. Gitugi Tea Factory Company Limited 20. Gathuthi Tea Factory Company Limited 21. Ragati Tea Factory Company Limited
<p>REGION 3</p> <ol style="list-style-type: none"> 22. Ndimba Tea Factory Company Limited 23. Kangaita Tea Factory Company Limited 24. Mununga Tea Factory Company Limited 25. Kimunye Tea Factory Company Limited 26. Thumaita Tea Factory Company Limited 27. Kathangariri Tea Factory Company Limited 28. Mungania Tea Factory Company Limited 29. Rukuriri Tea Factory Company Limited 	<p>REGION 4</p> <ol style="list-style-type: none"> 30. Weru Tea Factory Company Limited 31. Kinoro Tea Factory 32. Kionyo Tea Factory Company Limited 33. Imenti Tea Factory Company Limited 34. Githongo Tea Factory Company Limited 35. Igembe Tea Factory Company Limited 36. Michimikuru Tea Factory Company Limited 37. Kiegoi Tea Factory Company Limited

<p>REGION 5</p> <p>38. Toror Tea Factory Company</p> <p>39. Tegat Tea Factory Company Limited</p> <p>40. Momul Tea Factory Company Limited</p> <p>41. Litein Tea Factory Company Limited</p> <p>42. Chelal Tea Factory Company</p> <p>43. Kapkatet Tea Factory Company Limited</p> <p>44. Mogogosiek Tea Factory Company Limited</p> <p>45. Kobel Tea Factory</p> <p>46. Kapset Tea Factory Company Limited</p> <p>47. Rorok Tea Factory Company Limited</p> <p>48. Kapkoros Tea Factory</p> <p>49. Tirgaga Tea Factory Company Limited</p>	<p>REGION 6</p> <p>50. Sanganyi Tea Factory</p> <p>51. Tombe Tea Factory</p> <p>52. Gianchore Tea Factory Company Limited</p> <p>53. Nyansiongo Tea Factory Company Limited</p> <p>54. Kebirigo Tea Factory</p> <p>55. Nyankoba Tea Factory Company Limited</p> <p>56. Rianyamwamu Tea Factory Company Limited</p> <p>57. Itumbe Tea Factory</p> <p>58. Nyamache Tea Factory</p> <p>59. Ogembo Tea Factory Company Limited</p> <p>60. Eberege Tea Factory Company Limited</p> <p>61. Kiamokama Tea Factory Company Limited</p>
<p>REGION 7</p> <p>62. Chebut Tea Factory Company Limited</p> <p>63. Kaptumo Tea Factory Company Limited</p> <p>64. Mudete Tea Factory Company Limited</p> <p>65. Kapsara Tea Factory Company Limited</p> <p>66. Olenguruone Tea Factory Company Limited</p>	

(Source, KTDA 2018)

Appendix IV: Research Authorization from NACOSTI



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
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P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No.

Date:

NACOSTI/P/17/90799/14028

17th January, 2017

Washington Odhiambo Wambas
University of Kabianga
P.O. Box 2030-20200
KERICHO.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Influence of trade unions on organizational performance in the tea processing industry in Kenya: (A case study of KTDA limited managed tea factories)*," I am pleased to inform you that you have been authorized to undertake research in **selected Counties** for the period ending **17th January, 2018**.

You are advised to report **the County Commissioners and the County Directors of Education, selected Counties** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.


DR. STEPHEN K. KIBIRU, PhD.
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioners
Selected Counties.

The County Directors of Education
Selected Counties.

National Commission for Science, Technology and Innovation is ISO 9001:2008 Certified

Appendix V: Approval Letter from Board of Graduate Studies



UNIVERSITY OF KABIANGA

ISO 9001:2008 CERTIFIED

OFFICE OF THE DIRECTOR, BOARD OF GRADUATE STUDIES

26th September, 2016

Ref: MBA/A/033/14
Washington Odhiambo Wambas
Department of Agricultural Biosystems & Economics,
University of Kabianga,
P.O Box 2030- 20200,
KERICHO.

Dear Mr. Wambas,

RE: CORRECTED PROPOSAL

This is to acknowledge receipt of two copies of your corrected Proposal entitled "**Influence of Trade Unions on Organizational Performance in the Tea Processing Industry in Kenya: A Case Study of KTDA Limited Managed Tea Factories.**"

You are now free to commence your field work on condition that you obtain a research permit from NACOSTI.

Please note that, you are expected to publish at least one paper in a peer reviewed journal before final examination (oral defence) of your Masters thesis.

Thank you.

Yours Sincerely,



PROF. J. K. KIBETT
DIRECTOR, BOARD OF GRADUATE STUDIES.

- c.c
1. Dean, SBE
 2. HOD, Accounting & Finance
 3. Supervisors

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Influence of Collective Bargaining on Organizational Performance in the Tea Factories Managed by the Kenya Tea Development Agency

Washington O. Wambas

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University of Kabianga, Kenya

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Abstract:

This study investigated the influence of collective bargaining on organizational performance in tea factories managed by KTDA. The Kenyan tea industry faces numerous challenges that have impacted its overall performance and one potential explanation that has gained increased attention is the role of trade unions in enhancing the industry's fortunes. The study determined the relationship between Organizational Performance and Collective Bargaining. A Descriptive Survey design was adopted to conduct the study in the sixty-six (66) tea factories managed by the KTDA, which operates in all the tea-growing regions within Kenya. The factories were categorized into seven strata based on their regional location, and a sample size of 30% was randomly drawn from each stratum. This resulted in a total of 23 factories being selected for the study. Thereafter, the Human Resource and Administration Manager and Union Official were selected using purposive sampling, whereas Union Members were chosen randomly, resulting in three (3) respondents from each of the 23 sampled factories, totaling 69 respondents. Both primary and secondary data were used in this study, with primary data being collected using structured questionnaires. The questionnaires were tested and revised, and reliability was assessed, yielding a Cronbach's alpha coefficient of 0.786 that affirmed the reliability of the measure. The collected data underwent both descriptive and inferential statistical analysis. The analysis revealed that collective bargaining ($\beta = 0.347$, $t = 3.296$, $p = 0.002$) had a significant positive effect on organizational performance. The study recommended that organizations should improve the quality of collective bargaining practices in the workplace for improved organizational performance.

Keywords: Trade union, organizational performance, collective bargaining

1. Introduction

1.1. Background of the Study

In workplaces, trade unions are recognized as necessary organizations that protect the interests and rights of employees from abuse and possible exploitation by management (Bhreshtha, 2012). Trade union activities include the negotiation of wages, collective bargaining agreements, workplace rules, grievance procedures, and workplace policies, among others (Thomas & Daryl, 2012). The performance of an organization can be assessed in various ways, such as achievements in relation to objectives, competency levels, behavior, creativity and innovation, adherence to core values, efficiency of internal business processes and customer satisfaction (Armstrong, 2008; Li, 2006; Lusch & Lacznia, 2009). Employee performance is commonly measured by quality and timeliness of output, attendance, and cooperativeness, while the regulatory framework, union-management relations, management style and organizational structure also impact performance (Amwayi, 2015). While evidence suggests that organizations that have unions are more productive than ones without, the trade unions' impact on the performance of an organization is not always positive. Research suggests that organizations that have unions are more productive than ones without, and this is attributed to trade unions' ability to negotiate better working conditions, wages, and benefits for employees (Devinatz, 2011; Griswold, 2010; Deery & Iverson, 2005; Pencavel, 2009; Amah & Ahiauzu, 2013). Deery and Iverson (2005) note that trade unions can hinder the adoption of modern technologies, negatively affecting organizational performance. Conversely, successful negotiations for better remuneration packages and working conditions for employees by trade unions can have a positive impact on performance (Deery & Iverson, 2005). Nevertheless, trade unions can also disrupt organizational performance through strikes,

slowdowns, and sabotage if negotiations fail (Deery & Iverson, 2005). There is a need to maintain good working relationships between employers and their employees through trade unions for improved performance and avoidance of disruptions in workflow and the operations of the organizations.

1.2. Kenya Tea Development Agency

According to Owuor (2013), indigenous Kenyans were prohibited by law from growing tea before Kenya gained independence. However, as the country approached independence, this legislation was revoked, allowing indigenous people to start cultivating tea. In order to promote African tea cultivation, the colonial government in 1960 established the Special Crops Development Authority (SCDA) under the Ministry of Agriculture. After Kenya gained independence, the SCDA's liabilities and functions were taken over by the KTDA, established by legal notice No.42 of 1964 (Republic of Kenya, 1964). The agency's purpose was to encourage and facilitate the growth of tea on small farms, which were previously considered unfeasible due to the technical knowledge and costs required, as demonstrated in the plantation sector. As explained by Mwaura (2017), the Kenya Tea Development Authority was eventually privatized and renamed the Kenya Tea Development Agency Limited. KTDA was then incorporated as a private company under Kenyan laws (CAP, 486) on June 15, 2000.

KTDA is one of the largest private tea management agencies in Kenya, overseeing the management of sixty-six (66) factories in Kenya's small-scale tea subsector (Kenya Tea Development Agency, n.d.). According to the KTDA, the tea sector employs over 500,000 smallholder farmers and over 150,000 workers in tea processing factories. Tea factories managed by KTDA are responsible for processing and marketing tea as a representative of the smallholder farmers who own the land (Kenya Tea Development Agency, n.d.; Owuor, 2013).

1.3. Development of Trade Unions in Kenya

The trade unions' formation dates back to the early 1900s in Kenya. This was in response to the exploitation of workers by colonial authorities and European settlers (Gachiengo, 2018). The first trade union, the Labour Trade Union of Kenya, was formed in 1909, but it was not recognized by the colonial government. The Trade Unions Ordinance of 1935 provided a framework for the registration and operation of trade unions, leading to the formation of several unions, including the East African Trade Union Congress in 1949, which brought together unions from Kenya, Uganda, and Tanzania. After independence in 1963, the Central Organization of Trade Unions (COTU) was established in 1965 by the government as the umbrella body for all trade unions (Gathara, 2019). However, in the 1980s, economic recession and austerity measures led to increased labor unrest and strained the government and trade unions' relationship.

In the 1990s, trade unions became more independent with the introduction of multi-party democracy, leading to the emergence of new unions, such as the Kenya National Union of Teachers (KNUT) (Mwagiru, 2016). The Kenya Plantation and Agricultural Workers Union (KPAWU) was formed in 1975 and is affiliated with COTU, focusing on protecting and promoting the rights of agricultural and plantation workers, including those in the tea industry (Gachiengo, 2018). KPAWU has been instrumental in fighting for better wages, improved working conditions and increased benefits for tea workers in Kenya and has been involved in negotiations with tea factories managed by the KTDA (Gathara, 2019). Trade unions are still organized on an industrial basis in Kenya and operate under the Trade Unions Act (Cap, 233) (Mutunga & Barasa, 2016).

According to the Act, union activities are limited to non-supervisory workers, except those who engage in administrative representational, confidential, directive and supervisory activities (Mutunga & Barasa, 2016). Despite this restriction, trade unions in Kenya are recognized as legitimate representatives of workers and have been involved in negotiations with employers on various issues, including wages and working conditions (Karanja, 2021). The relationship between the trade unions and employers in Kenya is viewed as a partnership, with both parties working towards common goals (Karanja, 2021). However, some researchers argue that this partnership is pragmatic and is aimed at maintaining support from employers and the state rather than achieving the interests of workers (Nzomo, 2019). The concept of social partnership can also be criticized if it does not provide equal benefits to all parties involved, including managers and employers (Dalglish, 2020).

1.4. Statement of the Problem

The Kenya tea industry significantly impacts the country's economy, providing employment opportunities for over 500,000 smallholder farmers and thousands of tea factory workers. The KTDA manages the tea factories with the goal of maximizing productivity and profitability while ensuring fair wages and working conditions for employees. One factor that can potentially influence the performance of tea factories is trade union activities which play a crucial role in protecting workers' interests and negotiating better working conditions. Despite court orders after the KTGA appealed a court ruling that had granted employees several benefits, including a 30% salary increase, retirement at age 60, one rest day per week, and medical and baggage allowances of Ksh.30,000 each, the KPAWU claimed that it was unable to intervene in the go-slow due to not calling for it in the first place (TBK, 2016). The industry had faced challenges such as a decline in production reported in 2016 (TBK, 2016), which had raised concerns about its performance in response to labor disputes during which some tea firms incurred losses when employees refused to work. The numerous challenges faced have impacted its overall performance and one potential explanation that has gained increased attention is the role of trade unions in enhancing the industry's fortunes. This study investigated the potential influence of trade unions on organizational performance in tea factories managed by the KTDA to contribute to the understanding of the relationship between trade unions and the performance of an organization.

2. Literature Review

Collective bargaining is a process through which trade unions and management negotiate to determine the employment terms and conditions for workers. The Collective Bargaining Agreement (CBA) sets rules governing the hiring of workers, promotion, firing, benefits, wages, policies and workplace safety. According to Armstrong (2007), the CBAs are agreed upon between management, the federation of employer negotiating bodies or employers' associations and the trade unions in determining specific employee employment terms and conditions of service for various categories. Trade unions negotiate for, among others, wages, work rules, complaint procedures and employee relations procedures (Kaufman, 2013). Trade unions have a significant impact on the government and organizations. They have historically put pressure on governments to pass laws friendly to the workers, such as minimum wage and any other trade regulations (Griswold, 2010). However, most often, trade unions have clashed with the governments and throughout history, they have used industrial action, including strikes, to get their demands met. Despite the decline in union density, the study by Kaufman (2013) found that collective bargaining remains an effective tool for improving employee relations and performance. Collective bargaining has been recognized as an important tool for achieving regulated flexibility within industrial relations systems. Collective bargaining is a fundamental mechanism for improving working conditions, reducing inequality, and promoting social justice (García-Pérez & Malmusi, 2021). Trade unions play a crucial role in negotiating specific terms and conditions of employment, including wages, work rules, and benefits, on behalf of their members through collective bargaining with management (Vandaele & Pulignano, 2017). They advocate for better working conditions and policies and provide guidance to employees during negotiations with employers. Recent studies have shown that unions are increasingly relying on non-strike tactics, such as grievance procedures and arbitration (Keller, 2021). The primary aim of trade unions is to promote and safeguard their members' interests while at the same time collaborating with management on decisions that affect their members' interests (Sarfraz *et al.*, 2021). Trade unions can also have a political role, with senior union leaders advocating for significant social and labor legislation (Schmitter & Grote, 2014). However, trade unions must be cautious of political dynamics when exercising political power. The success of trade unions in improving organizational performance depends on management's willingness to consult with trade union officials and engage in collective bargaining (Godfrey *et al.*, 2007). The absence of such commitment from management can hinder partnership initiatives between employers and unions, resulting in nothing more than a rhetoric of partnership (Vandaele & Pulignano, 2017). Adewole *et al.* (2010) highlighted that through consultation with representatives of workers and collective negotiation, industrial conflicts can be effectively managed between employers and employees. Collective bargaining provides a framework on how to deal with issues of industrial relations without having to resort to lockouts and strikes, thus promoting mutual understanding and cooperation between the management and employees. Studies have shown that there is an improved industrial relation in an environment where through collective bargaining, workers' employment terms and conditions are determined and where management supports trade unions (Beardwell *et al.*, 2004; Edwards, 2002). According to Gomez *et al.* (2003), a fair and legal collective bargaining process can lead to the maintenance of peace and industrial discipline. When parties sign written contracts that make their agreements formal, it is binding to them, resulting in successful collective bargaining. Gyesie (2017) studied the influence of collective bargaining agreements on the management of employee performance and found that collective bargaining can impact the performance of an employee. Studies have shown that collective bargaining can affect industrial relations quality and organizational performance. Bataglia and Barreto (2020) found that unionized firms had higher levels of productivity and profitability compared to non-unionized firms. Gicheva *et al.* (2018) found that unions can help reduce worker turnover rates, ultimately enhancing organizational performance. However, the effect of trade unions on the performance of an organization is not uniform across all industries and contexts. For example, Arunachalam and Illo (2019) found that trade unions in the Indian garment industry had a negative impact on firm-level productivity due to high union density and the prevalence of labour disputes.

In conclusion, the literature suggests that properly conducted collective bargaining is crucial in industrial relations and can have a positive effect on the performance of an organization. It fosters mutual understanding and cooperation between management and workers, thereby, without the need for lockouts and strikes, offering a framework through which industrial relations concerns are addressed. Successful collective bargaining can help maintain industrial peace and discipline, significantly affecting employee relations, which impacts organizational performance (Gomez *et al.*, 2003).

3. Research Methodology

3.1. Research Design

A research design is a systematic design that directs the plan of conditions for collecting and analyzing data in a way that seeks to balance the significance of the research purpose with efficiency in a procedure (Kothari, 2004). Research design is essential as it facilitates efficient research operations, maximizing information with minimal spending of time, effort, and money. The determinants for selecting the design are factors such as the research purpose, hypotheses, data categories, data sources, and cost considerations (Mugenda & Mugenda, 2003). A descriptive survey design was adopted for this study. Descriptive research is useful in providing an accurate and valid representation of study variables without manipulating the variables and reporting various aspects defining competency (Blaxter, Hughes & Tight, 2012; Patton, 2000). Descriptive survey design involves collecting data through surveys, observations, or interviews and then summarizing and describing the data using statistical measures such as mean, median, and mode (Creswell & Creswell, 2018).

A quantitative research methodology was employed for this study, which follows a deductive approach and focuses on describing and establishing relationships among variables (Cooper & Schindler, 2014; Sekaran & Bougie, 2016). This research design was well-suited for achieving the research objectives as it allows the collection, analysis and presentation of data that describes the associations between the variables under investigation without manipulating them.

3.2. Target Population

According to Kothari (2004), the target population is the particular group of individuals or entities for whom information is sought or desired. As defined by Cooper and Schindler (2014), a population, therefore, constitutes all the elements that a researcher desires to study, while Sekaran and Bougie (2016) describe a population as a group of people, events, or things of interest to the researcher for examination and inference. In this case, the target population is the whole set of elements within a specific population the researcher wants to study (Zikmund & Babin, 2013). The participants included Human Resource and Administration Officers, Union Officials, and Union Members from each of the sixty-six tea factories managed by the KTDA.

3.3. Sample and Sampling Procedures

Sampling design is a procedure used by researchers to select a subset of the population from which they intend to gather a sample (Creswell, 2014). It is important to note that the sample size, being a small representation of the population, should be at least 30% of the entire population to be considered adequate for study (Mugenda & Mugenda, 2003). According to Mugenda and Mugenda (2009), a sampling technique is the process of selecting respondents from the population. In this study, stratified random sampling was used to select a representative sample of tea factories. Stratified random sampling involves the process of dividing a population into distinct strata and, thereafter, randomly selecting a sample from each of the stratum (Sekaran & Bougie, 2016). The factories were divided into seven strata based on the factories' regional location and within each stratum, a 30% sample size was drawn by simple random sampling resulting in a total of 23 factories selected for the study. By employing stratified random sampling, researchers can minimize bias, keep costs relatively low, enhance the accessibility of the study population, facilitate the data collection and attain an accurate representation of the target population (Cooper & Schindler, 2014).

Thereafter, the Human Resource and Administration Manager and Union Official were selected using purposive sampling, whereas Union Members were chosen randomly, resulting in three (3) respondents from each of the 23 sampled factories, totaling 69 respondents, as shown in Table 1. Purposive sampling, as defined by Mugenda *et al.* (2003), is a technique through which the researcher is enabled to choose cases or elements that possess necessary information with regard to the study's objectives. Therefore, the subjects were selected based on their informativeness or possession of the required characteristics.

S/No.	Region	No. of Factories	Sampled Factories (30%)	Sample Size
1	Region 1	12	4	12
2	Region 2	9	3	9
3	Region 3	8	3	9
4	Region 4	8	3	9
5	Region 5	12	4	12
6	Region 6	12	4	12
7	Region 7	5	2	6
	TOTAL	66	23	69

Table 1: Sample Size
Source: Researcher (2018)

3.4. Data Collection Instruments

Data collection involves the systematic gathering of information (Burns & Grove, 2013). According to Kombo and Tromp (2009), data collection plays a crucial role in disseminating accurate information and developing meaningful programs. Both primary and secondary data were used in this study, with primary data being collected using structured questionnaires. Malhotra and Birks (2006) refer to primary data as the information gathered directly by the researcher from the field to specifically address or resolve a particular identified problem within the research project.

According to Cooper and Schindler (2014), structured questionnaires contain closed-ended questions, ensuring uniformity in responses and easy analysis. The researcher self-administered the questionnaires that were completed by the respondents, which was consistent with a phenomenological approach. Questionnaires provide an efficient and cost-effective method for gathering data from large numbers of participants while also offering benefits such as standardized responses, anonymity, flexibility, and easy analysis (Tourangeau & Yan, 2007; Dillman, 2000; de Leeuw & Hox, 2008).

3.5. Data Analysis and Presentation

Data analysis involves editing, coding and tabulating the collected data to create manageable and easily interpretable summaries (Cox & Cairns, 2008). Data cleaning, including coding, editing and organizing data prior to analysis, was done to ensure accuracy and consistency. The raw data was input into the Statistical Package for Social

Sciences (SPSS) software version 20, which was then used to process and generate data arrays for analysis. The use of statistical software such as SPSS can assist in processing and analyzing data, as well as generating tables and graphs for presentation (Kinnear & Gray, 2018). A descriptive statistical technique was thereafter used to aid in the depiction of the data by utilizing percentages, frequencies and measures of variability, like the standard deviation and variance, for interpretation.

According to Mugenda and Mugenda (2003), descriptive statistics usually enable meaningful descriptions of the distribution of scores or measurements by employing only a few statistics or indices. Tables were used to present the findings for further analysis and comparison and they were accompanied by explanatory notes to highlight the contents. The study utilized inferential statistics to examine the relationship between the independent and dependent variables.

4. Results and Discussion

4.1. Descriptive Analysis

The results of the calculated mean and standard deviation are indicated in Table 2. The results show that, on average, the respondents agreed that strikes are frequently witnessed in their organization (mean = 4.03) with a (standard deviation = 0.474), suggesting that strikes are a common occurrence in tea factories managed by KTDA. Furthermore, the respondents strongly agreed that strikes negatively affect organizational performance (mean = 4.71) with a (standard deviation = 0.551), indicating that strikes have a significant impact on the operations of the tea factories. Also indicated is that trade unions have used strikes as the primary tool to express themselves when negotiations fail (mean = 4.81), with a (standard deviation = 0.396), suggesting that trade unions rely heavily on strikes to make their demands.

Additionally, the trade unions within the organization are seen as an effective mobilizers of employees for collective action when negotiations fail (mean = 4.76) with a (standard deviation = 0.429), implying that the union is seen as a strong force in the tea factories. Finally, the respondents agreed that the trade union negotiates better wages and working condition terms for its members (mean = 4.56) with a (standard deviation = 0.690), indicating that the union plays a significant role in improving the welfare of their members in tea factories managed by KTDA.

Statements on Collective Bargaining	N	Minimum	Maximum	Mean	Std. Deviation
Union strikes are frequently witnessed in our organization	63	3	5	4.03	.474
Strikes interfere with the normal operation and negatively affect organizational performance	63	3	5	4.71	.551
Trade unions have used strikes as the primary tool to express themselves when negotiations fail	63	4	5	4.81	.396
Employees are mobilized by the trade unions for collective action when negotiations fail	63	4	5	4.76	.429
Better wages and working conditions terms are negotiated by the trade union for their members	63	3	5	4.56	.690
Valid N (listwise)	63				

Table 2: Descriptive Statistics on Collective Bargaining
Source: Researcher (2018)

The mean for the statements ranged from 4.03 to 4.81, indicating that the respondents generally agreed with the statements. The statement with the lowest mean (4.03) was "Union strikes are frequently witnessed in our organization," indicating that strikes were not a common occurrence in the tea factories, while the statement "Trade unions have used strikes as the primary tool to express themselves when negotiations fail," had the highest mean (4.81), indicating that the respondents generally agreed that strikes were the primary way that trade unions expressed their dissatisfaction when negotiations failed. The standard deviations ranged from 0.396 to 0.690, indicating that the responses were relatively consistent for all statements. The statement with the lowest standard deviation (0.396) was: "Trade unions have used strikes as the primary tool to express themselves when negotiations fail," indicating that there was the least variation in the responses to this statement. On the other hand, the statement with the highest standard deviation (0.690) was: "Better wages and working condition terms are negotiated by the trade union for their members." This suggests that there was a greater range of responses and increased variability in the answers provided for this particular statement. As suggested by the results, the role played by collective bargaining is important in the performance of tea factories managed by KTDA and strikes are not a common occurrence in these factories.

In summary, the research findings support the notion that collective bargaining can enhance organizational performance. However, the reliance on strikes as a means of expressing dissatisfaction with management can negatively affect organizational performance. Organizations should, therefore, strive to maintain positive relationships with their employees and trade unions to foster a cooperative work environment and minimize the occurrence of strikes. Previous research also demonstrated a positive correlation between collective bargaining and organizational performance. For

instance, a study conducted by Sabir, Mahmood, and Mahmood (2020) established that collective bargaining had a positive impact on organizational performance in the banking sector in Pakistan.

Similarly, a study by Mawoli and Gachunga (2019) found that collective bargaining positively affects organizational performance in Kenya's manufacturing sector. However, other studies indicated a negative relationship between collective bargaining and organizational performance. For example, a study by Bøg, Kuhn, and Vanhuyse (2018) indicated that strikes have a negative impact on firm-level productivity and profitability in European countries. Another study by Bahadir, Brouthers, and Yildirim (2018) found that strikes negatively affect firm performance in emerging markets. These studies suggest that strikes can disrupt organizational operations and result in reduced productivity and profitability.

4.2. Inferential Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.470	.213		2.210	.031
	Collective Bargaining	.296	.090	.347	3.296	.002

Table 3: 1 Collective Bargaining Regression Coefficient
Source: Researcher (2018)

Table 3 indicates the regression coefficients for the model examining the influence of collective bargaining on organizational performance in tea factories managed by the KTDA. The study revealed a significant positive effect on organizational performance from collective bargaining (Beta = 0.347, t = 3.296, p = 0.002).

5. Summary, Conclusion and Recommendations

5.1. Summary

The regression analysis results showed a positive and statistically significant relationship between collective bargaining and organizational performance. The study established that collective bargaining allows employees to negotiate as a group through their trade unions for better wages, improved working conditions, and benefits. This leads to employee satisfaction, motivation, and commitment to their work, ultimately resulting in improved organizational performance. Additionally, management's attitude towards collective bargaining was found to affect the bargaining process's outcome. When management is supportive and open-minded, both parties tend to benefit. Trade unions' challenge is to advocate for worker welfare without jeopardizing the companies' interests. Additionally, successful negotiations for higher wages can prompt managers to manipulate factors of production to cover increased labor costs and increase performance.

5.2. Conclusion

The results of the study revealed that organizations that improve collective bargaining exhibit better performance. However, the study also identified that trade union activities such as collective bargaining can present management challenges that have a negative effect on organizational performance, for example, when unions resort to strike when negotiations fail. Therefore, there is a need to address such challenges to optimize performance outcomes, which is essential for organizations.

5.3. Recommendations

According to the results of the findings, the study recommends that organizations should work with their unions to improve the quality of collective bargaining, as the study established that collective bargaining has a positive and significant effect on organizational performance. The study further recommends that organizations should develop strategies to address the management challenges posed by trade unions' activities, including collective bargaining, such as improving communication and transparency with union representatives. Finally, organizations should monitor continuously and evaluate the effect of union activities on organizational performance to identify areas that require improvement and ensure the positive effects are sustained.

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