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RELATIONSHIP BETWEEN EMPLOYEE ECONOMIC SUPPORT AND PERFORMANCE OF NGOs IN KENYA

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Abstract: **Many corporate organizations offer employee welfare services such as employee economic support in different forms as a way of either motivating their employees or improving their productivity. However, little information is known about such services by all the stakeholders in NGOs. The general purpose of this study was to analyze the relationship between employee economic support and performance of non-governmental organizations in Kenya. The specific objective of the study were: explore the relationship between employee economic support and performance of NGOs in Kenya. The study is likely to aid the NGO's management boards, policy makers in government, human resource management professionals and scholars and researchers in policy formulation for employee welfare practices to improve performance of NGOs in Kenya. The study employed both correlational and descriptive survey designs. The fundamental model shaping this study was multiple linear regression model. The target population of the study was over 14,283 employees working in 7,004 registered NGOs in Kenya. The sample size of the study was 372 respondents comprising employees in junior management totaling 242, middle management at 97 and top management staffs at 33, who were chosen by simple random stratified sampling technique. Primary data was collected using both questionnaires and interviews. Data was analyzed using the Statistical Packages for Social Sciences. The main findings of the study indicated that employee economic support influenced the performance of NGOs in Kenya. Further, according to the study, 37.2% of performance of NGOs in Kenya was explained by this variable. In addition, the study also found that there was a positive linear relationship between the employee economic support and performance of NGOs in Kenya. Finally, the study contributed to theory and knowledge to all the stakeholders and to society. The study had limitations, that is, the respondents were not consistent and the sample size of the study was limited in scope. The study concluded that employee economic support had a significant positive relationship with performance of NGOs in Kenya and recommended that a policy on other employee economic support services such as subsidized loans from banks, mortgages and other financial facilities for employee personal development be considered and adopted by NGO management boards. This is likely to motivate employees to work better and with determination to enhance performance of NGOs in Kenya.**

Keywords: **Employee Economic support, Performance.**

1. INTRODUCTION

Employees are the key to organizational success, and their strategic importance is growing in today's knowledge based industries (Chaudhary, 2017). Employees are the intellectual assets of the organization and they are an avenue to a competitive advantage, especially in the corporate world (Armstrong & Taylor, 2014). An employee welfare service such as employee economic support in an organization is critical and imperative for efficient delivery of services which includes the monetary gains like loans given by organizations. According to Amah (2010), loans are special for individuals as they give them an opportunity to access funds for investments. Manzini *et al.*, (2011) stipulates that

welfare of employees covers a broader scope and they include almost all aspects that relate to an employee's wellness and personal development in the work place and an access to funds is critical especially when offered as a benefit to the employee. Harika (2010) argued that welfare is provision of economic support to employees. In most cases, access to money is acknowledged, as the basic human need as seen from the Maslow Theory of Needs (Akinmoladun *et al.*, 2007). Employee welfare services such as economic support are beyond the normal salary and provide the additional motivation for the employee to remain in an organization.

1.1 Statement of the Problem

Employees play a very active role towards the success of organizations and they are the most valuable asset in an organization. It is therefore imperative to address their needs over and above the normal salary and wages offered by the employer. Prior studies in Pakistan by (Tai & Wang, 2006; Michington, 2010), Europe and USA, showed that; employee welfare services such as employee economic support contributes greatly to performance. Similar studies in Asia also indicate that many voluntary organizations like NGOs tend to focus on community development programs with less emphasis on the welfare of their employees (Harvey 2002, Jackson 2002). Amah (2010); Ekere (2013) in their research studies focused mainly on general employee benefits in corporate firms. This, therefore, shows that most of the studies on this topic have been done in Asia and USA. There are scanty studies on employee economic support in the Africa, Kenya included. There is limited literature on employee economic support in particular in developing countries compared to developed countries (Debra & Ofori, 2006). According to (Nyamwamu et. al. 2012) services have been poorly performed in some organizations like NGOs and this has been largely attributed to lack of employee welfare services among them employee economic support. Despite the research in the West and Asia, there is a gap in this phenomenon in Kenya. Keitany (2014) confirmed that there was perceived relationship between employee welfare programs and employee performance in corporate sector organizations and little in NGOs in Kenya. Although previous researchers have addressed the key role of employee welfare, little remains known on the role it plays in organizational performance, particularly in the Non- Government organizations in developing countries like Kenya. It is therefore imperative to carry out a research to establish the relationship between employee welfare practices and performance of NGOs in Kenya. This study, therefore, seeks to address this knowledge gap on the relationship between employee economic support and performance of Non- Government organizations in Kenya.

1.2 Specific Objective

1. To explore the relationship of employee economic support and performance of NGOs in Kenya.

1.2.1 Research Hypothesis

$H0_{1:}$ Employee economic support has no significant positive relationship on performance of NGOs in Kenya.

2. LITERATURE REVIEW

2.1 Introduction

The chapter presents the literature review related to this study. The researcher presents the critical review of a diverse range of literature relevant to the research topic. The review sought the employee economic support. Relevant journals and books were cited with special relevance to the employee economic support. The theoretical framework was presented and captured the various theories that informed the study. The conceptual framework showed the relationship between independent and the dependent variable. The chapter also presented the empirical review, critique of existing literature relevant to this study and the final section was the summary of the chapter and the research gaps.

2.2 Theoretical Framework

This study used two theories namely: Herberg's two factor Theory and Reciprocity theory. Studies by Michael (2008) show that extrinsic factors (competitive salary, good working environment, economic support, job security and intrinsic factors, training and development, social support, counselling, career opportunities and recreational support) have an indirect influence to organizational performance. The Social Reciprocity Theory is an inducement model, where the employer offers inducements in return for employment contribution; an employee is satisfied when there is a greater performance (Luthans, 2002). Riggle *et al.*, (2009), contends that employees who perceive a supportive organization exhibits higher performance, they are focused, engaged and committed to the organization. The commitments result in economic outcomes for the organization (Choi & Tang, 2009

2.3 Conceptual Framework

Figure 2.2 depicts the relationship between employee economic support as independent variable and performance as dependent variable.

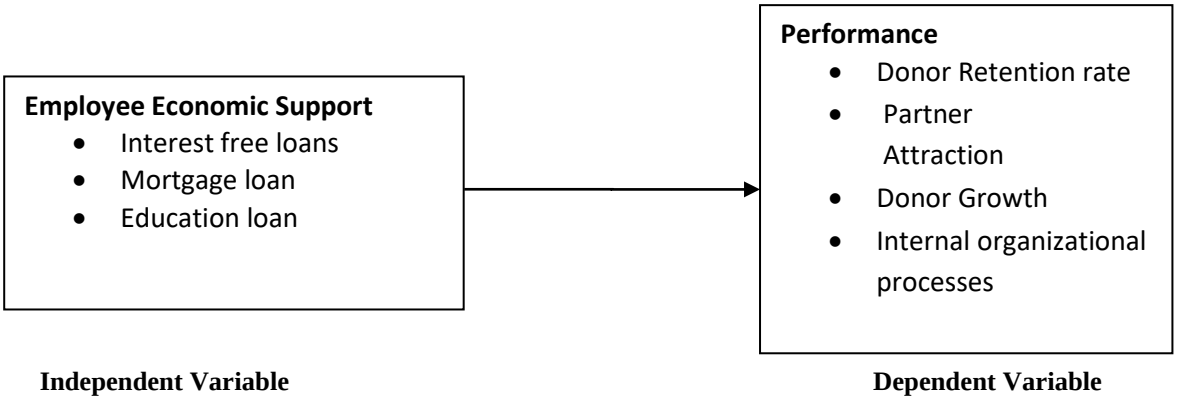

Figure 2.1: Conceptual Framework

2.4 Empirical Review

According to Keitany (2014), in his study to determine the perceived relationship between employee welfare programs and employee performance at Kenya Pipeline Company KPC, there are various employee welfare programs provided by KPC, which included sports, offices, leave, health insurance, travel allowance and hardship allowance. The study established that all these programs impacted positively on the performance of KPC. They recommended that the company should implement more programs. This was a research in a corporate company and not NGO sector.

2.5 Research Gaps

According to Kemboi *et al.*, (2013), a case study of staff welfare in Nandi County in Kenya, revealed low level of safety, health plan for employees and high levels on flexible work time, which had a significant effect on service delivery. Further, Kemboi *et al.*, (2013), recommended further research using moderating variables. Although studies have examined the relationship between employee welfare practices and performance, the results have yielded mixed results (Kehoe & Wright, 2013). The literature therefore has not explored conclusive results related to this study.

Cascio (2003) conducted a study in West African Countries that revealed that most organizations in manufacturing sector did not have a structured employee economic welfare program including economic support. So far, this kind of empirical research study has not been fully carried out in NGOs in Kenya (Kameri, 2000); therefore, this presents a contextual and knowledge gap. A study in Kenya by Kamau (2011), in private sector of water department revealed that fringe benefits affect employees' productivity. This study did not include NGOs sector and did not explore performance of the organization, presenting a knowledge gap.

Amah (2010), conducted a study on how employee welfare benefit such as health, insurance, vacation and pension schemes impact performance and commitment of the employees in Nigeria but did not include NGOs and their performance presenting a study gap. It is evident from the above analysis that there is lack of empirical data on the potential relationship between employee economic support and performance of NGOs in Kenya and a common practice that appears to be ineffective in the NGOs. This study, therefore, seeks to fill this gap.

3. RESEARCH METHODOLOGY

In this study, the research designs adopted were descriptive survey and correlational designs. The choices of the designs allowed the study to determine the strength and direction of a relationship so that later studies could narrow the findings down and, if possible, determine causation experimentally. The study used survey data (based on responses in a questionnaire) to record the data. This study required both the causal relationship and the extent to which each independent variable influenced the dependent variable. Therefore, both descriptive design and correlational design was deemed appropriate for this study.

In this study, the target population included all employees working in 7,004 registered NGOs in Kenya. However, in this study, the accessible population was a list of all employees working in all the 17 sub- counties authorized to operate in Kenya by the NGO coordination Council of Kenya. According to the records available at FKE (2018), there are over 14,283 employees in different categories of employment such as those in top management, employees in middle management and employees in lower management. The sampling frame for this study was drawn from the 14,283 employees working in NGOs in Nairobi County in Kenya. The list of the various categories employees of NGOs was obtained from the Federation of Kenya Employees (2018).Since the current study constituted heterogeneous population, stratified random sampling technic was the most appropriate for the study. Stratified random sampling was then employed to ensure representation of employees working in the different levels in the organization. The levels were stratified as: junior management, middle management and top management.

Table 3.1: Sample size and sampling frame

Target population	Population size	Proposed sample size
Top management	38	33
Middle management	159	97
Junior management	14126	242
Total	**14283**	**372**

Source: FKE (2018).

In addition to that, considering the number of sub counties, which was used in the study, the expression given above was used to arrive at the number of employees selected for the study. This was done to ensure representation of various staff in the organizations and for the researcher to be able to draw inferences from the various sub-categories of the employees (Garg & Kothari, 2014).Data was collected using semi-structured questionnaires and interview questions generated by the researcher. The questionnaires had both open-ended and closed-ended questions (Schwab, 2005). The secondary data was obtained from historical documents, annual reports of NGOs and commentaries from World Bank, UNAID, USAID, UNICEF and WHO.

A pilot study was conducted randomly. The main purpose of the pilot study was to ascertain the validity and the reliability of the questionnaire (Garg & Kothari, 2014). The study generated both quantitative and qualitative data. Quantitative data in the form of descriptive and inferential statistics was analyzed with the aid of the Statistical Package for Social Sciences (SPSS) version 23. Hypothesis testing involved running an OLS regression model for each independent variable against the organization performance as done. Several assumption tests were done to verify whether the researcher would proceed and fit a regression model to the study or not.

Various assumptions of regression models were tested and confirmed whether they existed or not. The study employed skewness and kurtosis test, Q-Q plot, Kolmogorov-Smirnov test and Shappiro-Wilk to test for normality of the dependent variable. Multicollinearity was tested using Variance Inflation Factor (VIF), which is reciprocal to tolerance as a rule of thumb. Breusch-Pagan test was used to test the null hypothesis that is if heteroscedasticity exists.

To find out if there was a linear relationship between dependent and independent variable; correlation analysis between the dependent variable was conducted. In autocorrelation test, the study used Durbin Watson test. In this study, an outlier test was conducted using Q –plot test. In this study, confirmatory factor analysis was used because it allowed the researcher to test the hypothesis that a relationship between the observed variable and their underlying latent constant exist. Correlation analysis was also done. The sample size adequacy test was measured using Kaiser-Meyer-Olkin Measure (KMO). This study used linear multiple regression models to measure performance of NGOs.Thus the linear multiple regressions used was as shown below.

$Y = \beta_0 + \beta_1 X_1 + \varepsilon$

Where: Y = Organizational performance $\beta 0$= Constant term while the Coefficient $\beta i = 1 \ldots 4$ was used to measure the sensitivity of the dependent variable (y) to the unit change in the predictor variables X_1

X_1 = Employee Economic Support

4. RESEARCH FINDINGS AND DISCUSSION

4.1 Factor Analysis

Employee economic Support had five items and none of the items recorded factor loadings less than 0.40. The factor loadings of five items for economic support were ranging between 0.530 and 0.674. The average factor loading of 0.617 was recorded for employee economic support, which was also above the threshold. Result of the factor loading for economic support was found to be very good. This was consistent with the studies and recommendations by Hair *et al*., (2009) and Tabachnick and Fidel (2007) who described the factor loadings as follows: 0.32 (poor), 0.45 (fair), 0.55 (good), 0.63 (very good) or 0.71 (excellent). Table 4.1 illustrates the results and therefore was considered valid for the constructs represented.

Table 4.1: Factor loadings for Employee Economic Support

Employee Economic Support statements		Factor Loadings
1.	My organization offers loans to the employees	.530
2.	Employee are given interest free loans with long term repayment periods	.674
3.	My organization gives mortgages to the employees	.639
4.	In this organization employees access personal credit facilities	.606
5.	My organization provides education support to employees and their families	.638
Total factor Loading		**.617**

Table 4.2: Summary of Factor Analysis

Independent /Dependent Variables	Number of Items	Overall factor loading	Reliability Cronbach's alpha
Employee Economic Support	5	61.7%	.837

4.2 Employee Economic Support

The objective of the study sought to establish the relationship of employee economic support and performance of NGOs in Kenya. The respondents were asked to express the extent to which they agree or disagree with the following aspects of economic support on performance of NGOs in Kenya: Concerning whether or not the organization offers loans to the employees(ES1): 6.8% agreed, 7.8% were neutral, 3.9% strongly agreed, 51.5% disagreed and 30.1% strongly disagreed. A mean of 2.03 and standard deviation of 1.002 was recorded indicating that majority of the respondents were in disagreement that NGOs in Kenya offer loans to the employees. This finding was inconsistent with studies by (Manzini *et al*, 2011), who stipulated that welfare of employees covers a broader scope and includes access to funds of which, when offered as a benefit to the employee. In regard to know whether or not employees are given interest free loans with long term repayment periods (ES2); 2.9% of the respondents strongly agreed, 2.9% agreed, 3.9% were neutral, 35.9% disagreed while 54.4% strongly disagreed. An average of 1.64 and standard deviation of 0.914 was recorded indicating that majority of the respondents were in disagreement that eemployees are given interest free loans with long term repayment periods. On whether or not organizations gives mortgages to the employees (ES3); 0.0% of the respondents strongly agreed, 1.0% agreed, 7.8% were neutral, 41.7% disagreed while 49.5% strongly disagreed. A mean score of 1.60 and standard deviation 0.675 was obtained indicating that the respondents were in disagreement that their organization gives mortgages to the employees. This finding was consistent with research in Nigeria by Adelabu (2005), who found that enhancement of mortgages was a predictor of employee effectiveness and ultimately organizational performance.

To know if the organization employees access personal credit facilities (ES4), 4.9% of the respondents strongly agreed, 2.9% agreed, 8.7% were neutral, 46.6% disagreed while 36.9% strongly disagreed with mean score of 1.92 and standard deviation of 1.004 showing that majority of respondents disagreed that employees access personal credit facilities.

Concerning whether or not the organization provides education support to employees and their families, 1.9% of the respondents strongly agreed, 1.9% agreed, 5.8% were neutral, 47.6% disagreed while 42.7%strongly disagreed. Similarly, mean score of 1.73 and standard deviation of 0.817 was obtained suggesting that the respondents were in disagreement that the organization provides education support to employees and their families. Further analysis indicated that the

overall mean score for all the indicators of economic support was 1.784 out of possible scale of 5 and standard deviation of 0.882 respectively indicating that respondents were in disagreement of all the items under economic support with little dispersion . Table 4.3 below shows the details of the finding.

Table 4.3: Employee Economic Support Descriptive Statistics

Statement	S.D	D	N	A	S.A	Mean	Std. Dev
ES 1	30.1%	51.5%	7.8%	6.8%	3.9%	2.03	1.002
ES 2	54.4%	35.9%	3.9%	2.9%	2.9%	1.64	.914
ES 3	49.5%	41.7%	7.8%	1.0%	0.0%	1.60	.675
ES 4	36.9%	46.6%	8.7%	2.9%	4.9%	1.92	1.004
ES 5	42.7%	47.6%	5.8%	1.9%	1.9%	1.73	.817
Total						**1.784**	**0.882**

In this section, the study is concerned with the descriptive analysis of the dependent variable (performance of NGOs in Kenya). The respondents were asked to state their level of agreement on the following items regarding performance of NGOs in Kenya. The findings were as follows: On whether or not the organizations uses flexible employee welfare practices to attract and retain employees, 14.6% of the respondents agreed and 5.8% strongly agreed, 52.4% were undecided, 5.8% disagreed and 21.4% of the respondents strongly disagreed. An average score rate of 2.78 was recorded with a standard deviation of 1.120. The result suggested that NGOs in Kenya used flexible employee welfare practices to attract and retain employees. Concerning whether or not NGOs in Kenya gives employee economic support, which helps to attract and retain employees, 3.9% strongly, agreed, 20.4% agreed, 36.9% were neutral, 18.4% disagreed and 20.4% strongly disagreed. The overall mean rate of 2.69 and standard deviation of 1.129 was recorded.

This also indicated that majority of the NGOs give employee economic support that helps to attract and retain employees. This finding was consistent with the studies by Pfeiffer and Veiga (2009), who said that high performance work systems are achieved through welfare work services such as employee economic support. Similarly, Husselid & Becker (2011) viewed the role of intangible resources in an organization as embedded in employees. Booth & Hamer (2007) argued that labour turn over in the retail industry reduced when there was improved employee welfare services, such as employee economic support.

The respondents were also asked to state whether there exists satisfied employees; 35.9% of respondents agreed, 16.5% strongly agreed, 29.1% were undecided, but 12.6% disagreed and 5.8% strongly is agreed. An average score of 3.22 out possible 5 and standard deviation of 1.244 was recorded. This suggested that there exist satisfied employees within NGOs in Kenya. In addition to that, the respondents were asked whether there exist satisfied clients within NGOs in Kenya; 54.4% of the respondents agreed, 20.4% strongly agreed and 19.4% were undecided 2.9% disagreed and 2.9% strongly disagreed. An average score rate of .875 was recorded with a standard deviation of 3.86. This also indicated that there exist satisfied clients within NGOs in Kenya. To find out if the complains are resolved in record time within the NGOs in kenya, the majority of the respondents at 19.4% were undecided 44.7% agreed, 19.4% strongly agreed, but 13.6% disagreed and 2.9% strongly disagreed. A mean score of 3.64 out of 5 and standard deviation of 1.037 was recorded. This implied that majority of the respondents agreed that complains are solved within a record of time within NGOs in Kenya.

To investigate if the employees' identify themselves with the NGOs in Kenya, majority of the respondents at 39.8% agreed, 33.0% were undecided, 23.3% strongly agreed, but 3.9% disagreed and 0.0% strongly disagreed. Mean score of 3.82 out of 5 and standard deviation of .833 was recorded. In conclusion, many of the employees' identify themselves with the NGOs in Kenya, Similarly, the respondents were asked to state whether the clients prefer to return to the organization; 44.2% agreed, 19.4% were undecided, 32.5% strongly agreed, but 2.9% disagreed and 1.0% strongly disagreed. A mean score of 4.04 out of 5 and standard deviation of .853 was recorded. Again, the respondents agreed that clients prefer to return to the organization.

4.3 Internal Organizational Processes

Clients asked the respondents to state if there is feedback; 48.1% agreed, 11.2% were undecided, 36.9% strongly agreed, but 2.9% disagreed and 1.0% strongly disagreed. A mean score of 4.173 out of 5 and standard deviation of .814 was recorded. The response indicated that there is feedback by Clients. To establish whether NGOs services are popular in the

region or not. The responses were as follows: 40.3% agreed, 12.6% were undecided, 16.2 % strongly agreed, but 2.9% disagreed and 1.0% strongly disagreed. A mean score of 4.22 out of 5 and standard deviation of .849 was recorded. The feedback from the respondents indicated that NGOs services are popular in the region. The respondents were also requested to state whether NGOs services in Kenya are consistent to their vision and mission; 48.1% agreed, 11.2% were undecided, 36.9% strongly agreed, but 2.9% disagreed and 1.0% strongly disagreed. A mean score of 4.09 out of 5 and standard deviation of 1.074 was recorded. Again, the respondents agreed that NGOs' services in Kenya are consistent to their vision and mission.

The respondents were asked to state if their organizations were members of a business network; 40.3% agreed, 12.6% were undecided, 43.2% strongly agreed, but 2.9% disagreed and 1.0% strongly disagreed. A mean score of 3.70 out of 5 and standard deviation of 1.286 was recorded. Based on the finding the respondents agreed that their organizations were members of a business network. The respondents were also asked to state whether NGOs in Kenya participates in partners' activities and meetings; 45.6% agreed, 20.4% were undecided, 20.4% strongly agreed, but 11.7% disagreed and 1.9% strongly disagreed. A mean score of 3.70 out of 5 and standard deviation of .982 was recorded. Again, the respondents agreed that NGOs in Kenya participates in partners' activities and meetings. The respondents were also asked to state whether NGOs in Kenya receives funding from different donors; 52.9% agreed, 18.0% were undecided, 20.9% strongly agreed, but 5.3% disagreed and 2.9% strongly disagreed. A mean score of 3.83% out of 5 and standard deviation of 0.916 was recorded.

Based on the findings, the respondents were in agreement that NGOs in Kenya received funding from different donors. Lastly, the respondents were also asked to state whether NGOs in Kenya maintains record of donors; 48.5% agreed, 10.2% were undecided, 31.6% strongly agreed, but 1.0% disagreed and 8.7% strongly disagreed. A mean score of 3.93 out of 5 and standard deviation of 1.118 was recorded. Again, the respondents agreed that NGOs in Kenya maintains record of donors.

Respondents said that NGOs in Kenya attracted partner through: open days, networks and collaborations, by meeting the client's needs, reports and financial transparency, workshops, open house events and annual celebrations and good performance. When asked if NGOs in Kenya received funding through donors, majority said yes at (80.6%) and on quarterly basis. The overall finding confirmed that employee retention, client satisfaction, internal organizational processes and attraction of partners as the key indicators of Performance in NGOs in Kenya had significant influence on performance of NGOs. This was supported with an overall rating of 3.692 and standard deviation of 1.009. The details of the findings are shown in table 4.4.

Table 4.4: Performance of NGOs in Kenya Descriptive Statistics

Statement	S.D	D	N	A	S. A	Mean	Std.Dev
OPER1	21.4%	5.8%	52.4%	14.6%	5.8%	2.78	1.120
OPER2	20.4%	18.4%	36.9%	20.4%	3.9%	2.69	1.129
OPCS1	16.5%	5.8%	29.1%	35.9%	12.6%	3.22	1.244
OPCS2	2.9%	2.9%	19.4%	54.4%	20.4%	3.86	.875
OPCS3	2.9%	13.6%	19.4%	44.7%	19.4%	3.64	1.037
OPCS4	0.0%	3.9%	33.0%	39.8%	23.3%	3.82	.833
OPCS5	1.0%	2.9%	19.4%	44.2%	32.5%	4.04	.853
OPOP1	1.0%	2.9%	11.2%	48.1%	36.9%	4.17	.814
OPOP2	1.0%	2.9%	12.6%	40.3%	43.2%	4.22	.849
OPOP3	1.0%	2.9%	11.2%	48.1%	36.9%	4.09	1.074
OPAP1	1.0%	2.9%	12.6%	40.3%	43.2%	3.70	1.286
OPAP2	1.9%	11.7%	20.4%	45.6%	20.4%	3.70	.982
OPAP3	2.9%	5.3%	18.0%	52.9%	20.9%	3.83	.916
OPAP4	8.7%	1.0%	10.2%	48.5%	31.6%	3.93	1.118
Total						**3.692**	**1.009**

Respondents were also interviewed and gave specific information: 43.7% of the respondents said the performance of employees in NGOs in Kenya was good, 32% of the respondents said performance of employees in Kenya was moderate and 24.3% of the respondents did not respond to this question. When asked to state the indicators of performance in NGOs in Kenya, they answered beneficiary stories and reports about the services provided physical observations; improve

economic status of families, recognition of the organization good services, recommendation from clients and partners. Asked to rate the client satisfaction, respondents said, 52.5% was good, 24.3% are average and 23.3% did not respond. Regarding employee satisfaction, 50.5% said it was good, 27.2% aid it was moderate and 23.3% did not respond. On market share of the organization, majority said it was high, 6.8% said it was fair or moderate, 45.6% did not respond. On the question whether or not increase in funding led to the increase in performance, majority (71.8%) of the respondents answered in the positive, 22.3% did not respond and 5.8% responded in the negative. When asked to rate the scope of NGO organization with other organizations in Kenya, 50.5% said good, 6.8% said low, 30.1% did not respond. When asked if the targets of the NGOs in Kenya were SMART, majority (76.7%) of the respondents answered in the positive, 23.3% said no.

4.4 Sample Adequacy Test (Kaiser-Meyer-Olkin (KMO))

The sample adequacy test was done to define the state of the adequacy of the sample. It was measured using the Kaiser-Meyer- Olkin (KMO) test. The sampling adequacy should be greater than 0.5 for a satisfactory factor analysis to proceed. A common rule is that a researcher should have 10 – 15 participants per variable. Factor analysis is inappropriate when the sample size is below 50 (Fidel, 2005). Orodho (2008) recommends 0.5 as a minimum (barely accepted), values between 0.7- 0.8 acceptable and values above 0.9 are superb. From Table 4.5, the sample was acceptable since the KMO values were mainly between 0.586 and 0.911. The least value was 0.586, which was also good enough since it was above the minimum of 0.5.

Table 4.5: KMO and Bartlett's test

Variables	Measure		
Economic Support	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.742
	Bartlett's Test of Sphericity	Approx. Chi-Square	473.266
		Df	10
		Sig.	.000
NGOs Performance	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.717
	Bartlett's Test of Sphericity	Approx. Chi-Square	1526.713
		Df	91
		Sig.	.000

4.5.1Skewness and Kurtosis Test for Normality

The study sought to find out how well the distribution could be approximated, that is, whether the data is normally distributed or not. Consequently, Skewness and Kurtosis was employed as shown in Table 4.6. Skewness measures the deviation of distribution from symmetry and Kurtosis measures 'peakness' of the distribution (Ming'ala, 2002; Orodho 2008). The values of Skewness and Kurtosis should be zero in normal distribution (Field, 2009).

Table 4.6: Skewness and Kurtosis

Variables	Descriptive	Statistic	Std. Error	Z score
Employee Economic Support	Std. Deviation	.68751		
	Skewness	-.087	.170	
	Kurtosis	-.432	.338	-0.396
NGOs Performance	Std. Deviation	.46153		
	Skewness	.085	.170	-0.873
	Kurtosis	-.573	.338	1.105

Although it is assumed in multiple linear regressions that the residuals are distributed normally it is a good idea before drawing final conclusions, to review the distributions of major variables of interest (Ming'ala, 2002). Histograms are a good way of getting an instant picture of the distribution of data (Field, 2009). Therefore, a histogram was also employed in the study to test the normality of the dependent variable as shown in Figure 4.1 since t- test, regression and ANOVA are based on the assumption that the data were sampled from a Gaussian distribution (Indiana, 2011).

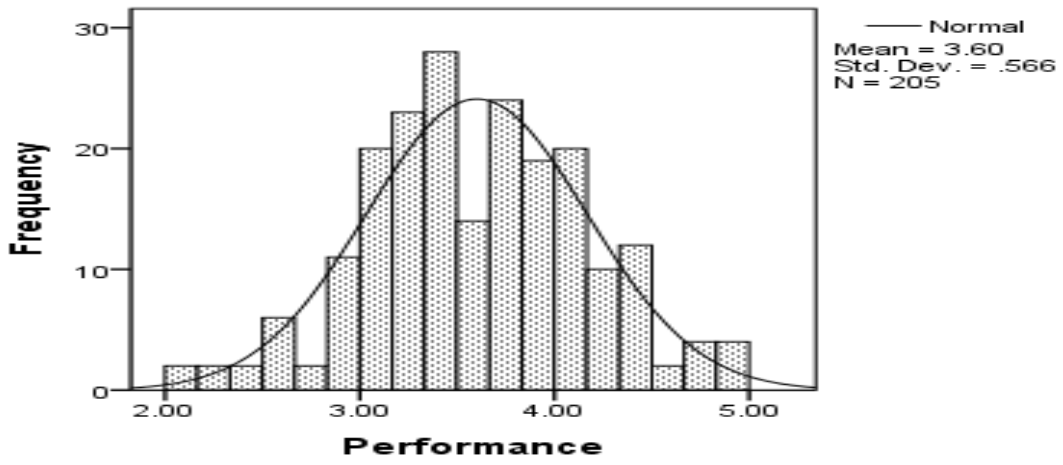

Figure 4.1: Histogram for Normality Test

4.5.2 Kolmogorov- Smirnov and Shapiro Wilk Test for Normality

Kolmogorov- Smirnov and Shapiro Wilk tests were also used to test the normality of the dependent variable. They compared the scores in the samples and checked whether they have the same mean or standard deviation or not.

The findings for Kolmogorov- Smirnov showed that, the p- values were greater than 0.05 indicating that the distributions were normally distributed. It was the same case with Shapiro-Wilk. The details of the findings are shown in Table 4.7

Table 4.7: Kolmogorov-Smirnov and Shapiro-Wilk

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Y	.059	205	.075	.991	205	.250

a. Lilliefors Significance Correction

4.6 Correlation Analysis of Independent Variable

Correlation analysis gives the relationship between variables. In this study, Pearson product moment correlation coefficient (*r*'s) was used to establish the relationship between the independent variable. The correlation coefficients are summarized in Table 4 8. The findings also revealed that there was a significant relationship between the independent variable since all the p-values were less than 0.01, that is p- values 0.000 <0.01.

Even though there was a significant relationship between the independent variables, there was no problem of multicollinearity among the variables since all the r values were less than 0.8 as suggested by Tabachnick and Fidel (2007).

Table 4.8: Correlation Analysis of Independent Variables

		EC
Pearson Correlation	1	.174*
EC	Pearson Correlation	1
	Sig. (2-tailed)	
	N	206

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

4.7.1 Regression Analysis for Relationship of Employee Economic Support

The first objective of the study was to establish the relationship between employee economic support and performance of non govermental organizations (NGOs) in Kenya. The objective was tested using the null hypotheses that; economic support has no positive influence on performance of non govermental organizations (NGO) in Kenya (Ho) against the alternative that economic support has a positive influence on performance of non govermental organization(NGOs) in

Kenya. The test was conducted using the linear regression model. The results indicated on model summary table shows the strength of the relationship between the predictor variable and the response variable and it is shown using correlation (R) or coefficient of determination R- square. The R-square is an indicator of how well the model fits the data. An R-square value, which is close to 1.0, indicates that the dependent variable entirely depends on the independent variable while a value close to 0 indicates no correlation between the explanatory variables and the dependent variable (Ming'ala, 2002). Table 4.9 shows the regression analysis findings between employee economic support and performance of NGOs in Kenya.

Table 4.9: Regression Analysis for Influence of Economic Support

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.610[a]	.372	.369	.44921	1.654

a. Predictors: (Constant), Economic Support X1

b. Dependent Variable: Performance of NGOs in Kenya (Y)

From the Table 4.9, the value of R- square value was 0.372. This implied that 37.2% of performance of non govermental organization (NGOs) in Kenya was explained by employee economic support.

ANOVA for Employee Economic Support (X_1)

This finding was further illustrated in the analysis of variance Table 4.10 where an F-Statistics value of 120.344 was recorded with a p-value of 0.000 which was less than 0.05. This, therefore, implied that there was a significant relationship between Employee Economic support and performance of NGOs in Kenya. This means that employee economic support had relationship with performance of NGOs in Kenya.

Table 4.10: ANOVA for Employee Economic Support (X_1)

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	24.284	1	24.284	120.344	.000[b]
1	Residual	40.962	203	.202		
	Total	65.246	204			

a. Dependent Variable: Performance NGOs in Kenya (Y)

b. Model 1 Predictors: (Constant),X_1

Coefficients for Employee Economic Support (X_1)

From the coefficient Table, 4.11 t-test was also used to test the relationship between the predictor variable economic support and performance of NGOs in Kenya and there was significant relationship between the two variables with p-value= 0.000 < 0.05 for the model and t-Statistics value being 10.970. The regression equations between employee economic support and performance for the model can be expressed as; $Y=2.12+ 0 .594X_{1.}$The model indicated that for every unit of employee economic support, performance of NGOs in Kenya value changed by 0.594 units. The descriptive analysis also supported these results.

Table 4.11: Coefficients for Employee Economic Support (X_1)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
Model1	(Constant)	2.120	.139		15.300	.000
	Economic Support	.594	.054	.610	10.970	.000

a. Dependent Variable: Performance of NGOs in Kenya

From the results, the null hypothesis was rejected and we accept the alternative hypothesis and concluded that employee economic support had a significant positive relationship with performance of NGOs in Kenya.

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The study found that the respondents were in disagreement that NGOs in Kenya offered loans to the employees. It further found that the respondents were in disagreement that employees are given interest free loans with long-term repayment periods. The value of R- square was 0. 372. The findings of the study implied that 37.2% of performance in NGOs in Kenya was explained by economic support.This suggested that there was a positive linear relationship between employee economic support and performance in NGOs in Kenya, which means that an increase in employee economic support would lead to a linear increase in performance in NGO in Kenya. The model indicated that for every unit of employee economic support, performance in NGOs in Kenya changed by 0.594 units. This was further supported by the results of correlation coefficient value which suggested that there was a positive linear relationship between employee economic support and performance in NGOs in Kenya. These results were also supported by the findings of the descriptive statistics. The overall regression model indicated that employee economic support explained performance of NGOs in Kenya. The respondents also made a number of recommendations on economic support to the NGOs' management boards to improve performance in NGOs in Kenya.

5.2 Conclusion

The major conclusion in this study was that there was a significant positive relationship between employee economic support and performance of NGOs in Kenya. The study, therefore, rejected the entire null hypothesis **(H_0)**which stipulated that employee economic support had no significant positive relationship with performance of NGOs in Kenya and instead accepted alternative hypothesis (**H_a**) which stated that employee economic support had a significant positive relationship on performance of NGOs in Kenya. Employee economic support serves as an incentives to employees, it is a predictor for employees effectiveness, it is critical for employee personal development and the general employee wellness. It excites the employee to put more efforts towards their work assigments.

5.3 Recommendations

The study recommended to management boards of NGOs in Kenya, to put in place an employee economic support policy in conformity with both the reciprocity theory and Herzberg's two factor theory which stipulates that employees should be induced and which obligates them to give in return and implement it to enable employees access soft loans at low interest rates and credit facilities in banks to encourage them to start their own income generating activities which will result in employees' personal development and motivate them to put extra effort resulting in better organizational performance. The study further recommended that employees in NGOs in Kenya be offered mortgage facilities including subsidized bank loans. This is likely to motivate and improve the morale of the employees to perform and to be retained. This will also serve as incentives to personal financial sustainability of the employees. The study also recommended a policy on educational loans to enable employees to access scholarships for themselves and their children.

5.4 Areas for Further Study

This study examined the relationship between employee economic support and performance of NGOs in Kenya. A similar study could also be done to explore the relationship between employee economic support and performance in civil service and in other service-oriented organizations such as the Teachers Service Commission, public and private Universities in Kenya, manufacturing and commercial sectors employing similar variables of study considering the importance of human resources for the survival and success of these organizations in the current competitive business environment. Secondly, another area of study could also be done in similar organizations using different sample sizes. In this study, the sample was small which could have effects on the outcomes of the results of the investigation. Therefore, a researcher may choose to use a bigger sample and compare the results. Thirdly, a study could be done combining the predictor and both intervening and moderating variables while retaining the same topic of investigation.

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