RELATIONSHIP BETWEEN EMPLOYEE SOCIAL SUPPORT AND PERFORMANCE OF NGOs IN KENYA

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Abstract: **An organization's employees are its greatest asset. As such, it is essential for employers to recognize the potential impact of employee social support on performance. Employee social support services are often offered in addition to mandatory benefit programs. These services typically address all areas of a worker's life, which might impact the ability to focus and perform on the job. The main goal of this study was to focus on the relationship between employee social support and performance in non-governmental organizations in Kenya. The specific objective of the study was: to understand the relationship of employee social support on performance in NGOs in Kenya. The study is likely to aid the NGOs management boards, policy makers in government, human resource professionals and scholars and researchers in policy formulation for employee social support in order to improve performance in NGOs in Kenya. The study employed both correlational and descriptive survey designs. The fundamental model shaping this study was the linear regression model. The target population of the study was 14,283 employees in NGOs in Kenya. The sample size of the study was 372 respondents comprising junior management at 242, middle management at 97 and top management staffs at 33 chosen by simple random stratified sampling technique. Primary data was collected using both questionnaires and interviews. The data was analysed using the Statistical packages for social sciences (version 23). The main findings of the study indicated that employee social support influenced performance in NGOs in Kenya. The study also found that 43.9% of performance in NGOs in Kenya was explained by this variable. Finally, the study also contributed to theory and knowledge for humanity. The study also found that the most significant factor influencing performance of the NGOs in Kenya was employee social support with P- Value at 0.439, followed by employee economic support with P- Value at 0.372, recreation facilities with P- Value at 0.358 and lastly employee counselling with P- Value at 0.208. 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 social support had a significant positive relationship with performance of NGOs in Kenya. The study recommended to the NGO management boards in Kenya to come up with a comprehensive and revised employee social support draft policy document that would enhance employee social support in the NGOs in Kenya. Further, the study also recommended that NGOs in Kenya should organize regular outings and retreats for their employees and also to organize events. The study also recommended that NGOs in Kenya should enhance contributions for bereavement, weddings, anniversaries and other avenues of social support that can motivate employees to give their best to the organization and enhance performance.**

Keywords: **Employee Social 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 (Nawaz, 2016). An employee welfare service in an organization is critical and imperative for efficient delivery of services. Employee welfare services are beyond the normal salary and provide the additional motivation for the employee to remain in an organization. The relationship between employee and

employer has to be cultivated and nurtured to enable the organization to remain competitive. Organizations use employee welfare practices as a means of enhancing engagement and to establish the best place to work (Nawaz, 2016). Employee performance is critical in any organization in order to enhance production and quality services (Namuddu, 2010). According to Patti, Rapp and Poertner (2014) Organizations function in environment that is competitive and demanding, hence require providing an environment conducive for the employees to provide quality service. In the period of industrial revolution in the 1900s, labour unions and other lobby groups highlighted the state of working conditions of the industrial workers. Many organizations were affected by the demands of the revolution (Mishra & Bhagat, 2017).In the period of 1920s and 1930s; employers perceived that all business and economic activities rested on the role of the employer.

The evolution of the techniques of scientific management by Morse (2016) affected employee welfare services. Taylor expressed that scientific management was the way to increase employee welfare. Employee welfare practices begun on an optional basis until after the First World War (1914-1918), when International Labour Organization (ILO), enforced the value of employee welfare with a focus on employee benefits. Corporate managers embarked on the welfare of employees through the practice of welfare capitalism in order to boost the employee engagement and commitment to the organization (Patro, 2014). The British researchers found the scientific management practices too unfair to the employees (Caldari, 2018). They experienced a lot of absenteeism and high staff turnover. Non-Governmental organizations (NGOs) are one group of collaborators who are involved in various aspects of development with a focus on the welfare of the poor (Mkwakwami, 2018). NGOs work both independently and alongside other agencies like; self-help associations and local governments (Vaughan & Arsneault, 2014). According to Mendelson and Glenn (2015), Charismatic vision and philanthropic mission guide the founders of NGOs. The employees tend to focus more on the quality service than their own welfare hence end up with burn out and over worked by the organization. The provision of employee welfare services is critical for efficiency and high quality services.

According to Mostashari (2015), the term Non- Governmental organizations, (NGOs) were first used in 1947 by United Nations Charter; NGOs came in to fill the gap when it was realized that not all governments are able to bring in development. Freedom of association was not allowed in Kenya in early sixties and the two main types of civic organizations operating were religious or philanthropic associations, which were referred to as the people's organizations. There were four categories of NGOs: The first ones were the local charitable organizations like Young Women Christian Associations (YWCA) since 1930. The second one was the indigenous ethnic welfare associations involved in self- help activities in urban areas. Thirdly, there was the secular service offered by NGOs especially after World War II for war veterans associations and Kenya Farmers Association (KFA). Lastly, were the occupational and professional bodies that offered employee welfare practices. There was no specific legal framework to govern NGOs until 1990 when we had the 1990 NGO Act. NGOs were registered under the Company Act and the Trustee Act of which 75% were located in Nairobi whose work was to supplement the government programs (Amutabi, 2018). NGOs grew in number to 250 between 1980s and 1990s. They focused very much on poverty, civil strife, conflicts, internal displacements and general political systems. The main reason was that government had failed to deliver the much-needed economic leadership, there was economic decline and market forces that were affecting government operations. NGOs were formed as development agents and others to push political agenda (Brass, 2016). In 1990 to 1995, the number increased from 250 to 1,441 NGOs; this has increased since then to over 7,004 in the year 2016.

An NGO bureau was created under the Office of the President in the Republic of Kenya to handle the registration of the NGOs, under Act No. 19 of 1990. The Act defined NGO as a private voluntary grouping of individuals not for profit, but for the benefit of the public (GoK, 2015). According to Mendelson and Glenn (2015), Non-governmental organizations employ people who are passionate about their work, moved by compassion and not necessarily money. This study focuses on the relationship between employee welfare practices and performance of NGOs in Kenya. The study addressed the employee economic service, social service, recreational facilities, counseling and their relationship with the performance of NGOs in Kenya.

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 (Omar, Arbab & Abdulrahman, 2018), Europe and USA, showed that; employee welfare, among them social support contributes greatly to performance. Similar studies in Asia also indicate that many

voluntary organizations tend to focus on community development programs with less emphasis laid on the welfare of their employees (Thomas, 2017; Yoon & Jeong, 2016). Amah (2019) and Nasurdin, Ling and Khan (2018) 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 welfare practices in the Africa, Kenya included. There is limited literature on employee welfare practices, employee social support inclusive in particular, in developing countries compared to developed countries (Al Ariss & Sidani, 2016). According to Nyamwamu et. al. (2015) services have been poorly performed in some organizations and this has been largely attributed to lack of employee welfare services. Despite the research in the West and Asia, there is a gap in this phenomenon in Kenya. Keitany (2015) 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 social support and performance of NGOs in Kenya. This study, therefore, seeks to address this knowledge gap on the relationship between employee social support and performance focusing on Non- Government organizations in Kenya.

Specific Objective

To underline the relationship between employee social support and performance of NGOs in Kenya.

Research Hypothesis

$H0_1$: Employee social support has no significant positive influence and performance of NGOS in Kenya.

2. LITERATURE REVIEW

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 welfare in the context of NGOs and the relationship with performance. Relevant journals and books were cited with special relevance to the context. 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.

Theoretical Framework

The theoretical foundation of welfare is rooted in the various theories of welfare practices such as reciprocity theory and the functional theory of labour (Gupta, 2019). Theoretical framework refers to the theories the researcher chooses to explain the research problem (Bell, Bryman & Harley, 2018). This study used the Social Reciprocity Theory to explain the relationship between employee social support and performance of NGOs in Kenya.

Conceptual Framework

According to Tracy (2019), a conceptual framework is a diagrammatic representation showing the relationship between the independent variables and dependent variable. Figure 1 depicts the relationship between employee welfare practices as independent variables and performance as dependent variable.
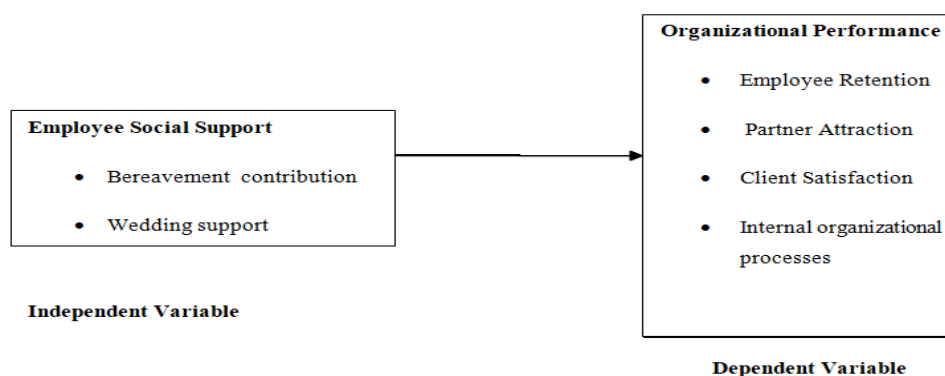

Figure 1: Conceptual Framework

Empirical Review

Scott (2017) threw light on the various benefits especially social security benefits such as provident fund, gratuity, pension and insurance cover provided to employees. It has been noted by other researchers that social security is not a burden but a wise investment that offers good social dividends in the long run (Cropanzano, Anthony, Daniels & Hall, 2017).Welfare benefits such as health facilities, working conditions, vacations holidays, motivate workers to exert efforts to achieve high productivity (Ravenswood, Harris & Wrapson, 2017).According to Johnson *et al.* (2014), employees do not always run after money as it can't satisfy all their needs. They want to satisfy their egoistic needs and achieve something in their lives.

Monetary incentives have to be coupled with various non-monetary incentives like free housing, free water, and free electricity and employee benefits. Johnson *et al.* (2014) recommended that the government should make sure employees are provided with higher salaries, together with many other incentives so as offset other de-motivating factors like job insecurity. Ravenswood, Harris and Wrapson (2017) discovered that when employees have welfare services, they are happy, productivity increases, ultimately contributing to increased organizational performance. In addition, many employers allow employees to miss a limited number of days because of illness without losing pay. Some employers allow employees to accumulate unused sick leave, which may be used in case of catastrophic illnesses. Others pay employees for unused sick leave. Some organizations have shifted emphasis to reward people who do not use sick leave by giving them well pay – extra pay for not taking sick leave (Mathis, 2015).

According to Gupta and Sharma (2016), leading organizations, need to understand the current and future workforce composition and offer the right package of rewards and other programs to attract retain and engage the people that an organization needs. Gitonga (2015) conducted a study on the influence of work environment on organizational performance in the Kenya Government Ministries. The primary data was collected using a questionnaire in the selected government ministries. The study employed quantitative analysis techniques and correlated and generated findings showing that the variables significantly and positively influenced organizational performance in government ministries in Kenya. Psychosocial environment was the most significant factor with a positive significant influence at 5%.

Almatrooshi, Singh and Farouk (2016) conducted a study on workplace environment and its impact on organizational performance in public sector organizations. His findings indicated that workplace conditions contribute to employee motivation and affect performance of the employee. He contended that money alone cannot motivate employee.

Time and energy will also need to be given to providing relevant performance incentives, managing processes, providing adequate resources and workplace coaching. Gitahi (2014) in his study used a sample of 173 employees while using descriptive statistics and multiple regression models to analyse the data. The study findings showed that the physical aspects did not have a significant effect on employee performance while the psychosocial and work life balance factors were significant. The results therefore indicated that psychosocial aspects exhibited the strongest association with employee performance while physical aspects and psychosocial aspects were moderate.

Mathews and Khann (2016) in the study on work environment on employees' job behaviour and organizational effectiveness. The study examined the effect of two constituents of work environment (i.e. physical and psychosocial) on employees' job satisfaction and performance, and organizational effectiveness in a sample of 360 technical supervisors and operating core personnel.

The analyses revealed that participants who perceived their work environment to be adequate and favourable scored comparatively higher on the measures of. Ravenswood, Harris and Wrapson (2017), state that the two constituents of work environment were also found causing significant variance in employees' job behaviour and their perception of organizational effectiveness. Regression analyses revealed that among the various components of work environment, working condition, welfare provisions, interpersonal relations, and trust and support predominantly contribute to employees' job behaviour and organizational effectiveness. The results also specified that psychosocial environment in work place exerts more impact on employees' job behaviour and organizational effectiveness than the physical environment does.

Research Gaps

According to Kemboi *et al.,* (2017), 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.,* (2017), recommended further research using moderating variables. Although studies have examined the relationship between employee social support and performance, the results have yielded mixed results (Kehoe & Wright, 2016). 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 welfare program. So far, this kind of empirical research study has not been fully carried out in NGOs in Kenya (Kagwiria, Namusonge & Karanja, 2015), therefore, this presents a contextual and knowledge gap. A study in Kenya by Kamau (2015), 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 (2019), 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 social support and performance of NGOs in Kenya.. 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. Descriptive design is the method of research which concerns itself with the present phenomena in terms of conditions, practices, beliefs, processes, relationships or trends (Salaria, 2015). The study used survey data (based on responses in a questionnaire) to record the data. Surveys are often used with a correlational design. However, anytime data is used to determine if two or more factors are related or correlated, correlational design is normally used, even if a survey or questionnaire is used 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 a total of 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 1: Proposed 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 below 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 (Bell, Bryman & Harley, 2018). 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 the autocorrelation test , the study used Durbin Watson test. In this study, an outlier test was conducted using Q-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 construct exists. 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 retention of employees in universities in Kenya. 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 βi = 1…4 was used to measure the sensitivity of the dependent variable (y) to the unit change in the predictor variables X1

X1 = Employee Social Support

4. RESEARCH FINDINGS AND DISCUSSION

Factor Analysis

Employee Social Support had five items and from the original list of five items put forward to establish the influence of social support on performance of NGOs in Kenya, the Principal Component Analysis (PCA) method deleted no item. Factor loadings recorded was between 0.588 and 0.785 with average factor loading of 0.706 as shown in Table 2. This result was also more than 0.40, which is the threshold. The result shows that all the items under consideration were valid. 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.*, (2015) and Sila (2014) 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 2: Factor loadings for Social Support

Social Support statements		Factor Loadings
1.	In my organization employees are recognizes through giving awards	.703
2.	My organization has competitive system of awarding employees	.683
3.	My organization honours birthdays and anniversaries for their employees	.588
4.	My organization contributes towards the wedding events of the employees	.785
5.	In my Organization, employees receive a recognition voucher when they merit.	.769
Total factor loading		**.706**

Table 3: Summary of Factor Analysis

Independent /Dependent Variables	Number of Items	Overall factor loading	Reliability Cronbach's alpha
Social Support	5	70.6%	.871
Performance of NGOs in Kenya	14	70.3%	.818

Employee Social Support

The objective of the study sought to determine the influence of employee social support on performance of NGOs in Kenya. The respondents were asked to rate the extent to which they agree or disagree with the following statements as concerns social support in NGOs: - To confirm if in organization employees are recognizes through giving awards; 18.4% strongly disagreed, 5.8% disagreed, 35.0% were neutral, 30.1% agreed and 10.7% strongly agreed. Average score rate

was 3.09 out of a scale of 5 and standard deviation of 1.235 was recorded. It can be concluded that organization employees are recognizes through giving awards. This finding was consistent with the studies done by Khan and Panarina (2017), who stated that people tend to perform better and happier at their work when they are recognized.

The details of the finding are shown in table 4.2. To know whether organization has competitive system of awarding employees, 23.3% strongly disagreed, 11.7% disagreed, 44.7% were neutral, 16.5% agreed and 4.9% strongly agreed. Average score rate was 3.088 out of 5 and standard deviation of 2.921 was recorded. This also indicated that majority of the respondents in NGO in Kenya has competitive system of awarding employees. To know whether NGOs honours birthdays and anniversaries for their employees, 21.4% strongly disagreed, 19.4% disagreed, 37.9% were neutral, 15.5% agreed and 5.8% strongly agreed. Average score rate was 2.65 out of 5 and standard deviation of 1.149 was recorded. The finding suggested that NGOs do not honour birthdays and anniversaries for their employees. Further analysis was aimed to determine the extent to which the organization contributes towards the wedding events of the employees; 21.4% strongly disagreed, 37.9% disagreed, 23.3% were neutral, 11.7% agreed and 5.8% strongly agreed. Average score rate was 2.43 out of 5 and standard deviation of 1.123 was recorded. The NGOs does not contribute towards the wedding events of the employees.

On the other hand, to determine whether organization employees receive a recognition voucher when they merit, 19.4% strongly disagreed, 21.4% disagreed, 40.8% were neutral, 13.6% agreed and 4.9% strongly agreed. Average score rate was 2.63 out of 5 and standard deviation of 1.091was recorded. The finding suggested that majority of the respondents in NGOs in Kenya agreed that organization employees received a recognition voucher when they merited Nolan (2016), contented that, employee recognition is one of that mechanisms that triggers individuals' feelings and emotions, hence psych them to work. The overall finding showed that social support moderately influenced performance in NGOs in Kenya. This was supported with an overall rating of 2.773 and standard deviation of 1.649. The rest of the results are shown in Table 4.

Table 4: Social Support descriptive analysis

Statement	S.A	D	N	A	S.A	Mean	Std. Dev
ESS1	18.4%	5.8%	35.0%	30.1%	10.7%	3.09	1.235
ESS2	23.3%	11.7%	44.7%	16.5%	4.9%	2.92	3.088
ESS3	21.4%	19.4%	37.9%	15.5%	5.8%	2.65	1.149
ESS4	21.4%	37.9%	23.3%	11.7%	5.8%	2.43	1.123
ESS5	19.4%	21.4%	40.8%	13.6%	4.9%	2.63	1.091
Total						**2.773**	**1.649**

The respondents were also asked to state how social support impacts on employee performance and in response, they stated that social support not only enhanced teamwork among employee, it also made employees feel appreciated and hence happy to work with the organization.

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 5.

Table 5: 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, there was nil response the respondents.

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. Walliman (2017) recommends 0.5 as a minimum (barely accepted), values between 0.7- 0.8 acceptable and values above 0.9 are superb. From Table 4.20, 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.

Skewness 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 6 Skewness measures the deviation of distribution from symmetry and Kurtosis measures 'peakness' of the distribution (Ming'ala, 2017; Walliman 2017: Kinuthia, 2016). The values of Skewness and Kurtosis should be zero in normal distribution (Elkink, 2015).

Table 6: Skewness and Kurtosis

Variables	Descriptive	Statistic	Std. Error	Z score
	Std. Deviation	.66412		
Social Support	Skewness	-.875	.170	-1.978
	Kurtosis	1.163	.338	1.644
	Std. Deviation	.46153		
NGOs Performance	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, 2017). Histograms are a good way of getting an instant picture of the distribution of data (Elkink, 2015). Therefore, a histogram was also employed in the study to test the normality of the dependent variable as shown in Figure 2 since t- test, regression and ANOVA are based on the assumption that the data were sampled from a Gaussian distribution (Elkink, 2015).
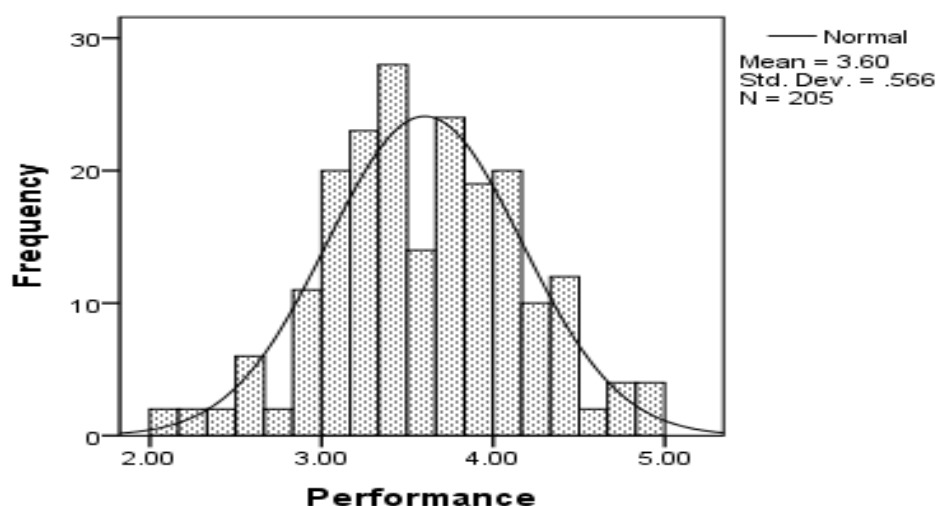

Figure 2: Histogram for Normality Test

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 7.

Table 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

Correlation Analysis of Independent Variables

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 variables. The correlation coefficients are summarized in Table 8. The findings also revealed that there was a significant relationship between the independent variables 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 Sila (2014).

Table 8: Correlation Analysis of Independent Variables

		ES	RF	EC	ESS
ES	Pearson Correlation	1	.420[**]	.522[**]	.174[*]
	Sig. (2-tailed)		.000	.000	.012
	N	205	205	205	205
RF	Pearson Correlation	.420[**]	1	.297[**]	.385[**]
	Sig. (2-tailed)	.000		.000	.000
	N	205	206	206	205
EC	Pearson Correlation	.522[**]	.297[**]	1	-.128
	Sig. (2-tailed)	.000	.000		.067
	N	205	206	206	205
ESS	Pearson Correlation	.174[*]	.385[**]	-.128	1
	Sig. (2-tailed)	.012	.000	.067	
	N	205	205	205	205

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

Table 9: KMO and Bartlett's test

Variables	Measure		
Social Support	**Kaiser-Meyer-Olkin Measure of Sampling Adequacy.**		**.815**
	Bartlett's Test of Sphericity	Approx. Chi-Square	448.907
		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

Regression Analysis for Influence of Social Support

Regression analysis was conducted to establish the association between the social support and performance of NGOs in Kenya. From the findings, an R- square value of 0.439 was recorded indicating that social support explained 43.9 % of performance of NGOs in Kenya. Model summary Table 10 shows the findings.

Table 10: Model summary for Social Support

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
2	.663a	.439	.436	.42455	1.749

a. Model 1 Predictors: (Constant), X_4 and X

The F-statistics 158.994 presented in table 4.10 indicated that the overall model was significant, that is, the independent variable, social support was a good joint explanatory for performance of NGOs in Kenya. P- Value was 0.000<0.05 also indicated that the model was fit.

Table 11: ANOVA for Employee Social Support

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	28.657	1	28.657	158.994	.000b
2	Residual	36.589	203	.180		
	Total	65.246	204			

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

b. Model 1 and 2 Predictors: (Constant), X_1

Coefficient: Employee Social Support (X1)

From the regression coefficient table, there was a positive and significant relationship between social support and performance of NGOs in Kenya. The model is given as Y= 1.596+.482X_1. The regression coefficient of 0.482 indicated that an increase in employee social support by 1 unit leads to an increase in performance of NGOs in Kenya by 0.362 units.

Table 12: Regression coefficients- Social Support

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.596	.162		9.868	.000		
	Social Support	.482	.038	.663	12.609	.000	1.000	1.00

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

From the analysis, the null hypothesis was rejected indicating that there was a significant relationship between social support and performance of NGOs in Kenya.

5.   SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary

The study found that employees of NGOs in Kenya are recognized through giving awards. It further established that most of the NGOs in Kenya have competitive system of awarding employees. The findings suggested that majority of the respondents in NGOs in Kenya agreed that employees received a recognition voucher when they merited. The study findings implied that there was a linear positive relationship between social support and performance in NGOs in Kenya. Thus, an increase in social support would result in a linear increase in performance in NGOs in Kenya. From the findings, an R- square value of 0.439 was recorded indicating that employee social support explained 43.9 % of performance in NGOs in Kenya. The regression coefficient of 0.482 indicated that an increase in employee social support by 1 unit leads to an increase in performance in NGOs in Kenya by 0.362 units. The F-statistics also indicated that the overall model was significant, that is, the independent variable, social support was a good joint explanatory for performance in NGOs in Kenya. The results of ANOVA showed that the overall model was significant, that is, the independent variable, employee social support was a good joint explanatory for performance in NGOs in Kenya. The p-value was 0.00 less than 0.005 which indicated a model fit.

Conclusion

The major conclusion in this study was that there was a significant positive relationship between employee welfare practices and performance in NGOs in Kenya. The study, therefore, rejected the entire null hypothesis (**H0**)which stipulated that employee economic support, reacreational facilities, employee counseling and employee social support had no significant positive influence on performance in NGOs in Kenya and instead accepted the entire alternative hypothesis (**Ha**) which stated that the four predictor variables namely: employee economic support, reacreational facilities, employee counseling and employee social support had a significant positive influence on performance in NGOs in Kenya.Employee social support is also important. It includes among others awards made employees. The awards make employees happy, motivated and satisfied to perform their tasks well and also make them work harder and better and with more determination and thus boosting their level of executing their duties. The awards also make the employees feel recognized and appreciated and also encourages team work among employees.

Recommendations

The study recommended to the NGO management boards in Kenya to come up with a comprehensive and revised employee social support draft policy document that would enhance employee social support in the NGOs in Kenya. Further, the study also recommended that NGOs in Kenya should organize regular outings and retreats for their employees and also to organize events. The study also recommended that NGOs in Kenya should enhance contributions for bereavement, weddings, anniversaries and other avenues of social support that can motivate employees to give their best to the organization.

Areas for Further Study

This study examined the relationship between employee social support and performance of NGOs in Kenya. A similar study could also be done to explore the relationship between employee social support and performance in civil service and in other service-oriented organizations such as the Teachers Service Commission of Kenya, 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 samples 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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