

# RELATIONSHIP BETWEEN RECREATIONAL FACILITIES AT WORKPLACE AND PERFORMANCE IN NGOs IN KENYA

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**Abstract:** Past research done on employee welfare indicates that, employee welfare practices give employees a higher satisfaction with their jobs, high commitment towards the organization, high motivation to serve the public and strong intentions to work for the organization willingly and devotedly. This study focuses on the relationship between employee welfare practices and performance in non-governmental organizations in Kenya. The specific objective of the study was: to assess the relationship between recreational facilities at the work place 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 policy on recreational facilities at work place 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 recreational facilities at the work place influenced performance in NGOs in Kenya. The study also found that 81% of performance in NGOs in Kenya was explained by the independent variables of the study namely: employee economic support, employee counselling services and social support. Finally, the study also contributed to theory and knowledge for humanity. However, the study found that the most significant factor influencing performance in 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 recreational facilities at the work place had a significant positive relationship with performance in NGOs in Kenya and recommended a policy on recreational facilities at work place such as increased play areas, be gender sensitive in designing the facilities and also encourage optimum utilization of the facilities. The provision of facilities would assist in making employees work with drive; enhance positive work attitude and employee development. It further brought employees together and made them healthy and happy. This would ultimately lead to employee productivity, keeps them physically and mentally fit which in turn helped them in their personal development and hence improved performance.

**Keywords:** Recreational facilities at the work place and performance.

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## 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 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 (Armstrong & Taylor, 2014). 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 2007). 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 Fredrick Taylor (1911) 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, 2012). The British researchers found the scientific management practices too unfair to the employees (Caldari, 2007). 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 (Fowler, 1993). NGOs work both independently and alongside other agencies like; self-help associations and local governments (Vaughan & Arsneault, 2014). According to Mendelson and Glenn (2012), 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, 2013). 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 (NGO Council, 2000). 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 (Fowler, Ng'ethe, & Owiti, 2002). 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, 1992). According to Mendelson (2002), 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.

### 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 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 among them recreational facilities (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 welfare practices especially on recreational facilities in the Africa, Kenya included. There is limited literature on employee welfare practices 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 and this has been largely attributed to lack of employee welfare services especially recreational facilities at the work place. 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 recreational facilities and performance in NGOs in Kenya. This study, therefore, seeks to address this knowledge gap on the relationship between recreational facilities in work place and performance in Non- Government organizations in Kenya.

### 1.2 Specific Objective

1. To assess the relationship of recreational facilities at work place on performance in NGOs in Kenya.

#### 1.2.1 Research Hypothesis

- A.  $H_{01}$ : Recreational facilities at work place has no significant positive influence on performance in NGOs in Kenya..

## 2. LITERATURE REVIEW

### 2.1 Introduction

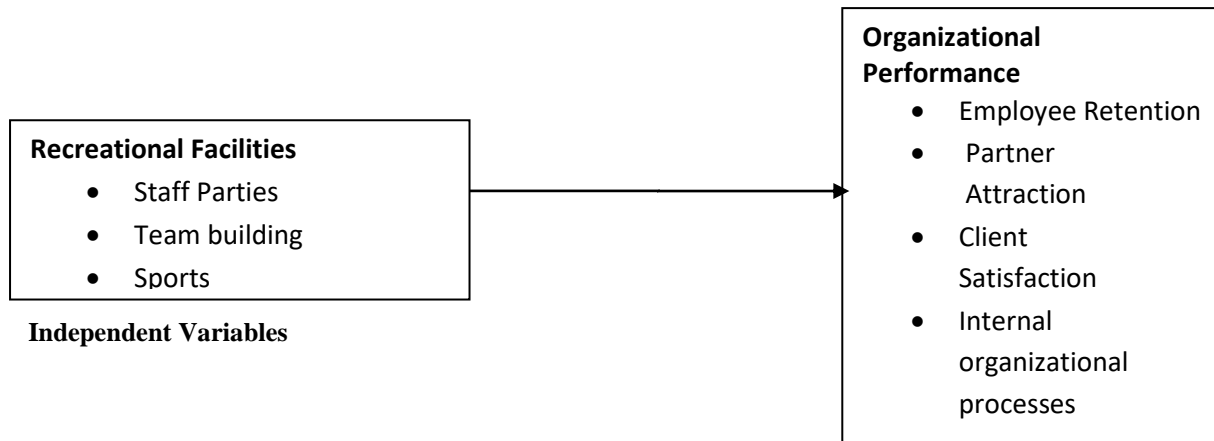
The chapter presents the literature review related to this study. The researcher presents the critical review of a diverse range of literature relevant to the research topic. The review sought the employee welfare in the context of NGOs and the relationship with performance. Relevant journals and books 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.

### 2.2 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 (Aswathappa, 2008). Theoretical framework refers to the theories the researcher chooses to explain the research problem (Blumberg, Cooper, & Schindler, 2014) This study used five theories namely, the Social Reciprocity Theory, Resource-Based (RBV) theory, Herzberg's Two Factor Theory, Maslow's Theory of Motivation and the Functional Theory of labour.

### 2.3 Conceptual Framework

According to Young (2009), a conceptual framework is a diagrammatic representation showing the relationship between the independent variables and dependent variable. Figure 2.2 depicts the relationship between recreational facilities at work place as independent variable and performance as dependent variable.



**Figure 2.1 Conceptual Framework**

### 2.4 Empirical Review

According to Dockel et al. (2003), investment in recreation is one way to show employees how important they are to the organization. Leisure and recreation are often used to close the gap between work – life balance (Barrow & Mosley, 2011). Leisure at work enhances commitment and especially job specific leisure time intervals (Torrington et al.2009).As regards the relationship between recreation and performance, Debnath (2003), indicates that productivity of manpower in the banking sector of Bangladesh increased through proper team building. This is supported by Nzuve and Omolo (2012), who studied Practice of the Learning Organization and its Relationship to Performance among Kenyan Commercial Banks and found that there is an inverse relationship between the practice of team building and performance.

A study conducted by McGuire & Mc Donnell (2008), suggested that employee welfare facilities help significantly in enhancing the self-confidence and intellectual level of an employee which eventually increased employee productivity.Torjman (2004), argued that welfare account for healthy individuals besides increasing their happiness and emotional quotient, they have a positive attitude towards work leading to higher service delivery within the organization. Muruu (2016), in a research on effects of welfare programs on employee satisfaction in the public sector: a case study of the public service commission advocates that employee welfare serve as an ‘oxygen’ for motivation of the workers and increases, not only the effectiveness of the workforce, but also creativity in solving unique managerial challenges, which would eventually lead to improved performance.

According to Kennedy et al, (2017), an individual will be motivated to do something if they have the mental ability and skills to accomplish it. He states that when employees are at rest, they regain energy and perform tasks and challenges. For organizations to succeed against competition, and thus gain a competitive advantage, their staff needs to be in receipt of a time to rejuvenate. In her research, Heathfield (2000), states that one key factor in employee motivation and retention is the opportunity employees want to continue to grow and develop job and career enhancing skills. She says that this also articulates opportunity to create devoted, growing employees who will benefit both business and themselves through team building and development opportunities to enhance their career. According to Owusu et al.,(2012), in their survey on staff development and employee welfare practices and the effect on productivity in three special libraries in Ghana, revealed that the organization has staff development policies and training programs and there existed staff welfare services as part of the motivation and incentive. Leisure time therefore, is part of employee welfare practices; this was in the corporate world and limited to Ghana.

### 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 recreational facilities at workplace 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 welfare program recreational facilities at the work place inclusive. 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 the variables in this study 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. 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, 2012). 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 3.1 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
<b>Total</b>	<b>14283</b>	<b>372</b>

**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 (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 Shapiro-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. T test autocorrelation, the study used Durbin Watson test. In this study, an outlier test was conducted using Box -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 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 retention of employees in universities in Kenya. Thus the linear multiple regressions used was as shown below.

$$Y = \beta_0 + \beta_2 X_2 + \varepsilon$$

Where: Y = Organizational performance  $\beta_0$  = Constant term while the Coefficient  $\beta_i = 1 \dots 4$  was used to measure the sensitivity of the dependent variable (y) to the unit change in the predictor variables X1

X2 = Recreational facilities

#### 4. RESEARCH FINDINGS AND DISCUSSION

##### 4.1 Factor Analysis

The study intended to examine the influence of recreational facilities on performance of NGOs in Kenya using five items. All the five items had factor loadings above 0.40 that is between 0.431 and 0.685. Therefore, all the items were found to be valid for the constructs they represented and could therefore be used in the study. In addition to that, an average factor loading of 0.596 of the all items under recreational facilities was recorded. Result of the factor loading for employee recreational facilities at work place was found to be good. This was consistent with the studies and recommendations by Hair *et al.*, (2009) and Tabachnick and Fidell (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 4.2 shows the factor loading for every item.

**Table 4.2 Factor loadings for Recreational Facilities**

Recreational Facilities statements	Factor Loadings
1. In this organisation recreational facilities are provided	.630
2. My organization allows employees to enrol in sports activities	.575
3. The organization organizes regular staff parties	.431
4. Recreational facilities can boost employees productivity	.685
5. My organisation encourages free employee participation in recreational activities	.658
<b>Total factor Loading</b>	<b>.596</b>

**Table 4.3: Summary of Factor Analysis**

Independent /Dependent Variables	Number of Items	Overall loading	factor Reliability Cronbach's alpha
Recreational Facilities	5	59.6%	.756
Performance of NGOs in Kenya	14	70.3%	.818

#### 4.2 Recreational Facilities

The objective of the study sought to examine the influence of recreational facilities on performance in NGOs in Kenya. The respondents were asked to rate their opinion regarding the following statements as far as recreational facilities are concerned. Based on whether or not the organisation recreational facilities are provided (RF 1), 53.9% agreed, 13.1% were neutral, 5.8% strongly agreed, 17.5% disagreed and 9.7% strongly disagreed. Mean of 3.29 and standard deviation of 1.122 was established. The result suggest that majority of the respondents agreed that recreational facilities are provided for employees of NGOs in Kenya. This finding was consistent with findings of (Mokaya & Gitari,2012) who found that recreation facilities at workplace are the activities that promote the health of the employee at work, which include staff parties, team activities and sports. Further, research has shown that recreational programs in USA have helped reduce short time illness by (32%), health care cost by (55%) and increased employment productivity by 52% (WHO, 2003). Further, this finding was also confirmed by studies done by (Wattle & Harris 2003 & Mwiti, 2007) who found that recreational services improved performance. In regards to whether or not the organization allows employees to enrol in sports activities (RF 2), 6.8% of the respondents strongly agreed, 61.2% agreed, 18.0% were neutral, 4.4% disagreed while 9.7% strongly disagreed. Again mean of 3.51 and standard deviation of 1.030 indicating that majority agreed that organization (NGOs in Kenya) allows employees to enrol in sports activities.

Whether or not the organization organizes regular staff parties (RF 3), 9.7% of the respondents strongly agreed, 32.0% agreed, 38.8% were neutral, 16.5% disagreed while 2.9% strongly disagreed. Mean of 3.29 and standard deviation of 0.954 was established indicating that majority agreed that organization (NGOs in Kenya) organizes regular staff parties.

On whether or not recreational facilities can boost employee's productivity (RF 4), 35.0% of the respondents strongly agreed, 30.1% agreed, 27.7% were neutral, 6.3% disagreed while 1.0% strongly disagreed with mean score of 3.92 out of possible of 5 and standard deviation of 0.982 suggesting that majority of the respondent were in agreement recreational facilities can boost employee's productivity.To find out whether or not the organisation encourages free employee participation in recreational activities (ES5) ; 1.9% of the respondents strongly agreed, 1.9% agreed, 5.8% were neutral, 47.6% disagreed while 42.7% strongly disagreed. An average score of 3.64 and standard deviation 1.030 was established suggesting that the organisation (NGOs in Kenya) does not encourage free employee participation in recreational activities. Similarly, the overall mean score for all the indicators of recreational facilities were 3.530 out of possible scale of five and standard deviation of 1.024 respectively indicating that respondents agreed of all the items under recreational facilities. The rest of the findings are shown in table 4.4.

**Table 4.4 Recreational Facilities Descriptive Statistics**

Statement	S.D	D	N	A	SA	Mean	Std. Dev
RF1	9.7%	17.5%	13.1%	53.9%	5.8%	3.29	1.122
RF2	9.7%	4.4%	18.0%	61.2%	6.8%	3.51	1.030
RF3	2.9%	16.5%	38.8%	32.0%	9.7%	3.29	.954
RF4	1.0%	6.3%	27.7%	30.1%	35.0%	3.92	.982
RF5	42.7%	47.6%	5.8%	1.9%	1.9%	3.64	1.030
<b>Total</b>						<b>3.530</b>	<b>1.024</b>

Respondents were also asked to state their opinion whether recreation facilities at the work place affect their attitudes towards work, majority 97.8% responded in the positive, 0.97% replied in the negative and 1.23% did not respond.

#### 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 4.5.

**Table 4.5: 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
<b>Total</b>						<b>3.692</b>	<b>1.009</b>

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% said 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.

#### 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 4.20, 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.

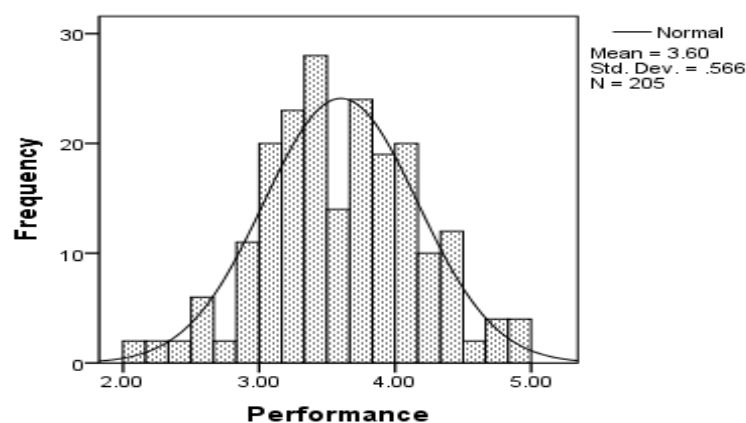
##### 4.5.1 Skewness and Kurtosis Test for Normality

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 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
	Std. Deviation	.68751		
Recreational Facilities	Std. Deviation	.64512		
	Skewness	-.207	.170	0.800
	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, 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 4.3 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 <sup>a</sup>			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 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 4.8. 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 Tabachnick and Fidel (2007).

**Table 4.8 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 4.9: KMO and Bartlett's test**

Variables	Measure	
Recreational Facilities	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.586
	Approx. Chi-Square	117.830
	Bartlett's Test of Sphericity	Df
		Sig.
NGOs Performance	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.717
	Approx. Chi-Square	1526.713
	Bartlett's Test of Sphericity	Df
		Sig.

#### 4.7.1 Regression Analysis for Influence of Recreational Facilities

The second objective was to establish the influences of recreational facilities on performance of NGOs in Kenya. The objective was tested using the null hypotheses that; there is no significant association between recreational facilities and

performance of NGOs in Kenya against the alternative that there is significant influence between recreational facilities and performance of NGOs in Kenya. The Pearson's product moment correlation statistic was used to test the relationship between the recreational facilities and performance of NGOs in Kenya. The R square value indicated on the summary model table 4.10 showed that 0.358 (35.8%) of performance of NGOs in Kenya was explained by recreational facilities as shown in Table 4.33. This was quite significant at 0.05. These results indicated that there was a positive significant influence between recreational facilities and performance of NGOs in Kenya.

**Table 4.10: Regression Analysis for Influence of Recreational Facilities (X<sub>2</sub>)**

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	of the Durbin-Watson
2	.599 <sup>a</sup>	.358	.355	.45415	1.520

a. Model 1 Predictor: (constant) Recreational Facilities X<sub>2</sub>

a. Dependent Variable: Performance of NGOs in Kenya

### ANOVA for Recreational Facilities

Further analysis indicates that the results of Analysis of Variance (ANOVA) shown in Table 4.11, it was clear that the F-statistics value of 113.335 and the p-value was (0.000) was less than 0.05 which statistically means that there was a significant influence of recreational facilities on performance of NGOs in Kenya.

**Table: 4.11 ANOVA Recreational Facilities(X<sub>2</sub>)**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Constant	23.376	1	23.376	113.335	.000 <sup>b</sup>
	Regression					
	Residual	41.870	203	.206		
	Total	65.246	204			

a. Dependent Variable: Performance of NGOs in Kenya

b. Model 1 Predictors: (Constant), Recreational Facilities (X<sub>2</sub>)

### Coefficient: Recreational Facilities (X<sub>1</sub>)

Further, the regression coefficient showed that the t-value was 20.590 with p-value of 0.000 which is less than 0.05, significance level. These values indicated that recreational facilities significantly influenced performance of NGOs in Kenya. This was in agreement of the finding based on the ANOVA table. The model generated from the coefficient table was as follows.  $Y = 1.664 + 0.549X_2$ , implying that for every unit increase of recreational facilities, performance of NGOs in Kenya increased with 0.549. See table 4.12 for more details.

**Table 4.12 Coefficients for Recreational Facilities (X<sub>2</sub>)**

Model		Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	Constant	1.664	.185		9.011	.000		
	Recreational Facilities	.549	.052	.599	10.646	.000	1.000	1.00

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

From the findings there was significant relationship between recreational facilities and performance of NGOs in Kenya, hence the null hypothesis was rejected and the alternative adopted that is there was a significant association between recreational facilities on performance of NGOs in Kenya. From the results, the null hypothesis was rejected and we accept the alternative hypothesis and concluded that economic support has a significant positive influence on performance of NGOs in Kenya.

## 5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

### 5.1 Summary

The result suggested that majority of the respondents agreed that recreational facilities are provided for employees in NGOs in Kenya. Secondly, the majority respondents also agreed that NGOs in Kenya organized regular staff parties. Finally, they also agreed that recreational facilities at the work place affected their attitudes towards work. The Pearson product moment correlation coefficient results indicated that the variables recreational facilities and performance in NGOs in Kenya had a positive relationship. Further, there was a strong and positive linear relationship between employee recreational facilities and performance in NGOs in Kenya. According to the study, 35.8% of performance in NGOs in Kenya was explained by recreational facilities. The ANOVA results also confirmed that there was a significant influence of recreational facilities on performance in NGOs in Kenya. This therefore implied that for every unit increase of recreational facilities, performance in NGOs in Kenya increased with 0.549 units. The respondents also made a number of recommendations on recreational facilities to the NGO's 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 recreational facilities at work place and performance in NGOs in Kenya. The study, therefore, rejected the entire null hypothesis (**H<sub>0</sub>**) which stipulated that employee economic support, recreational 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 (**H<sub>a</sub>**) which stated that the four predictor variables namely: employee economic support, recreational facilities, employee counseling and employee social support had a significant positive influence on performance in NGOs in Kenya.

### 5.3 Recommendations

The study recommended to the NGO management boards in Kenya to come up with a draft policy document that would enhance recreational facilities at the work place for employees, such as increased play areas, be gender sensitive in designing the facilities and also encourage optimum utilization of the facilities. The provision of facilities would assist in making employees work with drive; enhance positive work attitude and employee development. It further brought employees together and made them healthy and happy. This would ultimately lead to employee productivity, keeps them physically and mentally fit which in turn helped them in their personal development and hence improved performance.

### 5.4 Areas for Further Study

This study examined the relationship between employee welfare practices and performance in NGOs in Kenya. A similar study could also be done to explore the relationship between employee welfare practices 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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