

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

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**Abstract:** Past research done on employee, welfare indicates that, employee welfare practices such as provision of recreational facilities 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 of 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 on recreational facilities at work place in order to improve performance of NGOs in Kenya. The study employed both correlational and descriptive survey designs. The fundamental model shaping this study was linear regression model. The target population of the study was over 14,283 employees of 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. Data was analyzed using the Statistical Packages for Social Sciences. The main findings of the study suggested that recreational facilities at the work place had relationship with performance of NGOs in Kenya. According to the study, 35.8% of performance of NGOs in Kenya was explained by this variable. In addition, the study found that there was a significant linear relationship between recreational facilities at work place and performance of NGOs in Kenya. Finally, the study also contributed to theory and knowledge for humanity. 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 of NGOs in Kenya and recommended that a policy on recreational facilities at work place be considered and adopted. The study concluded that the policy document should consider other recreational facilities at workplace areas 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 would further bring employees together and make them healthy and happy. This would ultimately lead to employee productivity, keep them physically and mentally fit which in turn help them in their personal mental and physical development and hence improve performance of NGOs.

**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). Recreational facilities in an organization are critical and imperative for efficient delivery of services. Recreational facilities are beyond the normal

salary and provide the additional motivation for the employee to remain in an organization. Recreation facilities at workplace are the activities that promote the health of the employee at work (Mokaya and Gitari, 2012), which include staff parties, team activities and sports. Some of the activities may include the wellness services like gym and weight loss sessions, cancer screening and breaks in between work. According to Wattle & Harris (2003), recreation activities resulted in less health problems, improved work performance, and quality services. Benson and Dundis (2003), found out that stress management is part of safety and freedom. Employees work under pressure to achieve productivity and fulfill their targets and for them to release the stress, they require recreation.

Recreation Programs in USA have helped reduce short-term sicknesses by 32%, healthcare costs by 55% and increased employee productivity by 52% (WHO, 2003). American Council on Exercise (2000) acknowledges that leisure enables employees to feel revitalized both psychologically and emotionally. It also enhances productivity. Taylor (2008) contends that there is an increase in demand for recreation at work place than before. Some corporate organization like Safaricom Limited in Kenya has invested much in recreation facilities. NGOs may adopt such models to increase performance of employees hence performance of the organizations (Cohen, 1999). Studies by Chhabra and Mishra, (2008) suggests that individuals tend to stay longer where they experience personal and professional growth and therefore organizations that provide leisure for their employees use this as employer branding strategies to retain employees and remain competitive. Mwiti (2007) argues that the presence of welfare services to the employees influence employees' performance, attitude and employee commitment. The relationship between employee and employer has to be cultivated and nurtured to enable the organization to remain competitive. Organizations use employee welfare practices such as provision of recreational facilities at workplace 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. This study addresses the recreational facilities at workplace and the 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 including provision of recreational facilities at the workplace. Prior studies in Pakistan by (Tai & Wang, 2006; Michington, 2010), Europe and USA, showed that; provision of recreational facilities at workplace as an employee welfare practice greatly contributes to improved 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 recreational facilities at workplace in Africa, Kenya included. There is limited literature on recreational facilities at workplace 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 other 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 of NGOs in Kenya. Although previous researchers have addressed the key role of employee welfare such as recreational facilities, however, 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 of 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 between recreational facilities at work place on performance of NGOs in Kenya.

### 1.2.1 Research Hypothesis

A. H<sub>01</sub>: Recreational facilities at work place has no significant positive relationship on performance of NGOs in Kenya.

## 2. LITERATURE REVIEW

### 2.1 Introduction

The chapter presents the literature review related to this study. The 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). This study used two theories namely, the 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 variable and dependent variable. Figure 2.2 depicts the relationship between recreational facilities at work place as independent variable and performance as dependent variable.

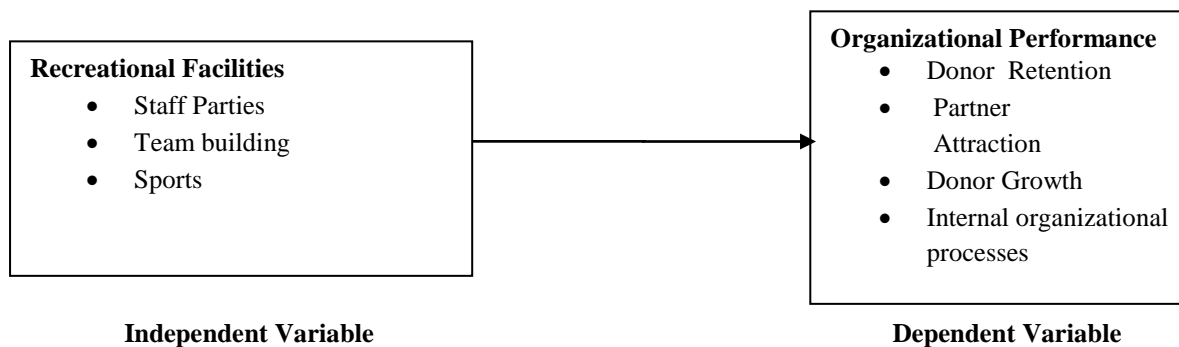


Figure 2.1: Conceptual Framework

### 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. 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, support this. 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 structured welfare program recreational facilities at the work place inclusive. So far, this kind of empirical research study has not been fully carried out of 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. The study used survey data (based on responses in a questionnaire) to record the data. This study required both the causal relationship and the extent to which independent variable influenced the dependent variable. Therefore, both descriptive design and correlational design was deemed appropriate for this study.

In this study, the target population included all employees working in 7,004 registered NGOs in Kenya. However, in this study, the accessible population was a list of all employees working in all the 17 sub- counties authorized to operate in Kenya by the NGO coordination Council of Kenya. According to the records available at FKE (2018), there are over 14,283 employees in different categories of employment such as those in top management, employees in middle management and employees in lower management. The 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 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 the 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. To 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 performance of NGOs 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  $\beta_i = 1 \dots 4$  was used to measure the sensitivity of the dependent variable (y) to the unit change in the predictor variables  $X_1$

$X_1$  = Recreational facilities at workplace

## 4. RESEARCH FINDINGS AND DISCUSSION

### 4.1 Factor Analysis

The study intended to examine the relationship 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 at workplace 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 Fidel (2007) who described the factor loadings as follows: 0.32 (poor), 0.45 (fair), 0.55 (good), 0.63 (very good) or 0.71 (excellent). Table 4.2 shows the factor loading for every item.

**Table 4.2: Factor loadings for Recreational Facilities at workplace**

Recreational Facilities at Workplace statements		Factor Loadings
1.	In this organisation recreational facilities are provided	.630
2.	My organization allows employees to enroll 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 factor loading	Reliability Cronbach's alpha
Recreational Facilities at workplace	5	59.6%	.756
Performance of NGOs in Kenya	14	70.3%	.818

#### 4.2 Recreational Facilities at Workplace

The objective of the study sought to examine the relationship of recreational facilities at workplace on performance of 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 organization 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 & Mwit, 2007) who found that recreational services improved performance. In regards to whether or not the organization allows employees to enroll 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 enroll 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 at workplace 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 at workplace 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 at workplace 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 at workplace. The rest of the findings are shown in Table 4.4. 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.

**Table 4.4: Recreational Facilities at Workplace 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>

#### 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 donor retention rate, donor growth, internal organizational processes and attraction of partners as the key indicators of performance of NGOs in Kenya had significant relationship 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 of 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 of 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 4.6, the sample was acceptable since the KMO values were mainly between 0.586 and 0.911. The least value was 0.586 which was also good enough since it was above the minimum of 0.5.

**Table 4.6: KMO and Bartlett's test**

Variables	Measure		
Recreational Facilities at workplace	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.586
	Approx. Chi-Square		117.830
	Bartlett's Test of Sphericity	Df	10
		Sig.	.000
		Sig.	.000
NGOs Performance	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.717
	Approx. Chi-Square		1526.713
	Bartlett's Test of Sphericity	Df	91
		Sig.	.000

#### 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 4.7. 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 4.7: Skewness and Kurtosis**

Variables	Descriptive	Statistic	Std. Error	Z score
Recreational Facilities at workplace	Std. Deviation	.68751		
	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 conclusions, to review the distributions of major variables of interest (Ming'ala, 2002). Histograms are a good way of getting an instant picture of the distribution of data (Field, 2009). Therefore, a histogram was also employed in the study to test the normality of the dependent variable as shown in Figure 4.1 since t- test, regression and ANOVA are based on the assumption that the data were sampled from a Gaussian distribution (Indiana, 2011).

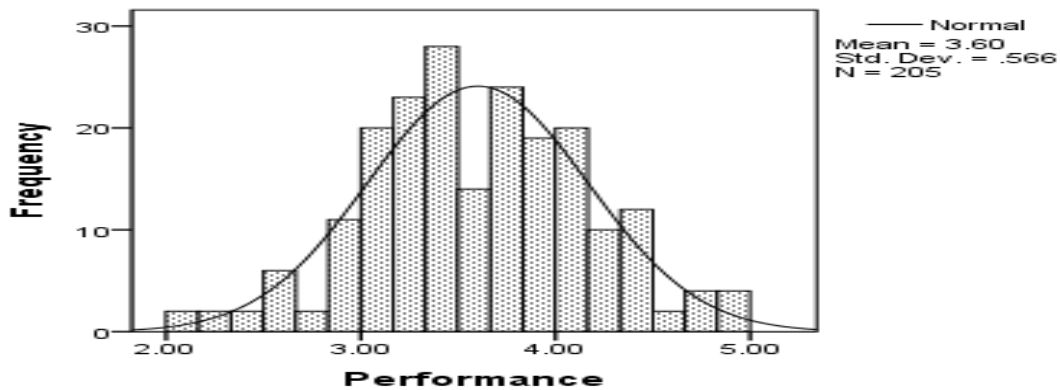


Figure 4.1: Histogram for Normality Test

#### 4.5.2 Kolmogorov- Smirnov and Shapiro Wilk Test for Normality

Kolmogorov- Smirnov and Shapiro Wilk tests were also used to test the normality of the dependent variable. They compared the scores in the samples and checked whether they have the same mean or standard deviation or not. The findings for Kolmogorov- Smirnov showed that, the p- values were greater than 0.05 indicating that the distributions were normally distributed. It was the same case with Shapiro-Wilk. The details of the findings are shown in Table 4.8.

Table 4.8: 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 4.9. The findings also revealed that there was a significant relationship with the independent variables since the p-value was less than 0.01, that is p- values  $0.000 < 0.01$ . Even though there was a significant relationship of the independent variable, 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 4.9: Correlation Analysis of Independent Variable

		ES	RF	EC	ESS
RF	Pearson Correlation	.420**	1	.297**	.385**
	Sig. (2-tailed)	.000		.000	.000
	N	205	206	206	205

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

#### 4.7.1 Regression Analysis of Relationship of Recreational Facilities and Performance of NGOs in Kenya

The objective was to understand the relationship of recreational facilities at workplace on performance of NGOs in Kenya. The objective was tested using the null hypotheses that; there is no significant association between recreational facilities at workplace and performance of NGOs in Kenya against the alternative that there is significant relationship

between recreational facilities at workplace and performance of NGOs in Kenya. The Pearson's product moment correlation statistic was used to test the relationship between the recreational facilities at workplace 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 at workplace as shown in Table 4.33. This was quite significant at 0.05. These results indicated that there was a positive significant relationship between recreational facilities at workplace and performance of NGOs in Kenya.

**Table 4.10: Regression Analysis for Relationship of Recreational Facilities at Workplace ( $X_1$ )**

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

a. Model 1 Predictor: (constant) Recreational Facilities  $X_2$

a. Dependent Variable: Performance of NGOs in Kenya

### ANOVA for Recreational Facilities at Workplace

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 relationship of recreational facilities at workplace on performance of NGOs in Kenya.

**Table 4.11: ANOVA Recreational Facilities at Workplace( $X_1$ )**

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

a. Dependent Variable: Performance of NGOs in Kenya

b. Model 1 Predictors: (Constant), Recreational Facilities at Workplace ( $X_1$ )

c.

### Coefficient: Recreational Facilities at Workplace ( $X_1$ )

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 at workplace had significant relationship with 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 at workplace, performance of NGOs in Kenya increased with 0.549. See table 4.12 for more details.

**Table 4.12: Coefficients for Recreational Facilities at Workplace ( $X_1$ )**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Constant	1.664	.185		9.011	.000		
1 Recreational Facilities at Workplace	.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 at workplace 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 at workplace on performance of NGOs in Kenya. From the results, the null hypothesis was rejected and we accept the alternative hypothesis and concluded that recreational facilities at workplace had significant positive relationship 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 at workplace are provided for employees of 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 variable recreational facilities at work place and performance of NGOs in Kenya had a significant positive relationship. Further, there was a strong and positive linear relationship between employee recreational facilities at workplace and performance of NGOs in Kenya. According to the study, 35.8% of performance of NGOs in Kenya was explained by recreational facilities at workplace. The ANOVA results also confirmed that there was a significant positive relationship of recreational facilities at workplace on performance of NGOs in Kenya. This therefore implied that for every unit increase of recreational facilities at workplace, performance of NGOs in Kenya increased with 0.549 units. The respondents also made a number of recommendations on recreational facilities at workplace to the NGO's management boards to improve performance of 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 of NGOs in Kenya. The study, therefore, rejected the entire null hypothesis ( $H_0$ ) which stipulated that recreational facilities at workplace had no significant positive relationship on performance of NGOs in Kenya and instead accepted the entire alternative hypothesis ( $H_a$ ) which stated that recreational facilities at workplace had a significant positive relationship on performance of 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 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, keep 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 recreational facilities at workplace and performance of NGOs in Kenya. A similar study could also be done to explore the relationship between recreational facilities at workplace 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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