RELATIONSHIP OF EMPLOYEE COUNSELLING SERVICES AND PERFORMANCE OF NGOs IN KENYA

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Abstract: **Employee performance is key to the success of many organizations. This service is provided by the human resources in that organization. Corporate leaders of business organizations provide employee welfare services among them employee counseling services as a way of motivating their employees to improve their productivity and performance. However, little information is known about such as employee counseling services by all the stakeholders in NGOs. The primary purpose of this study was to focus on the relationship between employee welfare services and performance in non-governmental organizations in Kenya. The specific objective of the study was: to assess the relationship of employee counseling services and 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 for employee counseling services 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 analyzed using the Statistical packages for social sciences (version 23). The main findings of the study indicated that employee counseling services influenced performance of NGOs in Kenya. The study also found that 20.8% of performance of NGOs in Kenya was explained by the variable under study. Finally, the study also contributed to theory and knowledge for humanity. However, the study 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 counseling 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 counseling services had a significant positive relationship with performance in NGOs in Kenya and recommended that a policy on other employee counseling services such as grievance cells and suggestion schemes be considered and adopted by NGO management boards. This is likely to motivate employees to work better and with determination to enhance performance in NGOs in Kenya.**

Keywords: **Employee counseling and 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 counselling practices and performance focusing on Non-Government organizations in Kenya.

Specific Objective

To assess the relationship of employee counselling services on performance of NGOs in Kenya.

Research Hypothesis

$H0_1$: Employee counseling services has no significant positive relationship on 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 Maslow's Theory of Motivation.

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.
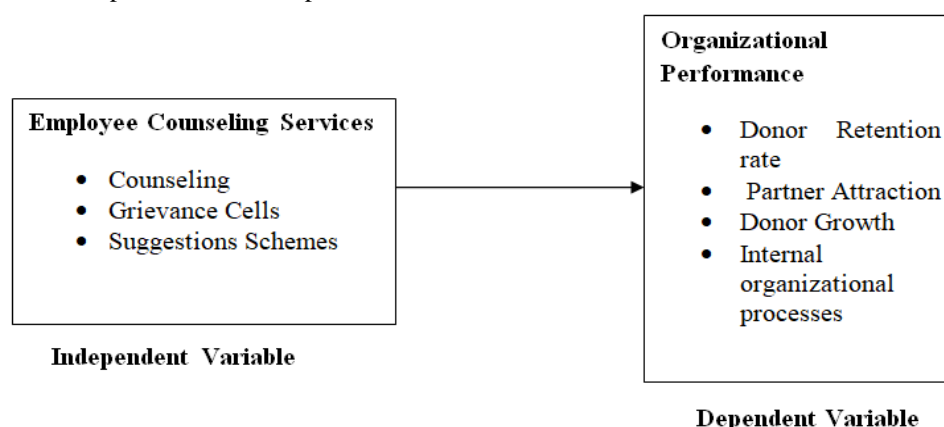

Figure 1: Conceptual Framework

Empirical Review

According to Ravenswood, Harris and Wrapson (2017), welfare practices enhance employee commitment, which in turn fosters staff willingness to contribute to the performance of an organization. Nawaz (2016) indicates that some organizations provide opportunities for learning and personal growth and development. According to Human Capital Theory, skills and knowledge comes from learning and training. Training adds value to the employees and improves performance (Owusu-Acheaw, 2014). Dimba and Obonyo (2015) reiterated that this collective mental programming forms the basis of an organization's distinct character which makes them distinctly different from other organizations hence competitive advantage.

Ravenswood, Harris and Wrapson (2017) however cautioned that individual uniqueness should be differentiated from organizational uniqueness. This implies that an organization is distinct and bestows a sense of identity to organization members. Drawing inference from Resource Based View of the firm, corporate branding is a source of competitive advantage because it cannot be transferred from one organization to another due to its historical conditions and social complexity (David & David, 2019). Dimba and Obonyo (2015) reported a significant relationship between organization uniqueness and service delivery. According to Baber, Kaurav and Paul (2018), the employee performance in an organization has a strong impact on organization performance which leads to enhancing productivity, and that the productivity and welfare practices of an organization help in improving performance. Companies with strong welfare practices experience increased employee retention in addition to increased satisfaction and commitment (Bravo, Matute & Pina, 2017).This is supported by Hamidi, Shamsaei, Beglari, Toosi and Farhadian (2017), who states that a strong welfare practices tends to lower employees' turnover, improves recruitment, and socialization of new employees. This is corroborated by Ravenswood, Harris and Wrapson (2017) who found out that majority of the employees in organizations surveyed planned to remain with their organizations at least for the next five years because of the prevailing welfare practices.

A survey carried out by Keitany (2015) on the relationship between corporate welfare and organizational performance concluded that state corporation bosses should seek to determine or identify a few core values or beliefs that shape the employee welfare; this will help in determining the organizations effectiveness from a business standpoint. This concurs with the study carried out by Malik, Nawab, Naeem and Danish (2015), which pointed out that employee welfare, is deeply associated with values and beliefs shared by personnel in an organization. Provision of welfare services relates the employees to an Organization's values, norms, stories, beliefs and principles and incorporates these assumptions into them as activity and a behavioural set of standards. Research on reputation suggests that organizations that provide welfare play an important role in reputation development (Fombrun, Ponzi, & Newburry, 2015; Fombrun, 2015; Sisson & Bowen, 2017; Boddy & Croft, 2016), since the internal culture and external reputation elements interact and inform each other (Heding, Knudtzen & Bjerre, 2015).The same is supported by Miles and Mangold (2017).Companies do the same in employer branding in that it creates an image that makes people want to work for the firm because it is a well-managed firm where workers are continually learning, growing and becoming part of the company, increased employee retention in addition to increased satisfaction and commitment (Bravo, Matute & Pina, 2017).The organizations goals and strategies should be aligned with those of the employees and not NGO sector.

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 counselling services 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, 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 technical 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 analysed 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. The autocorrelation test in the study used Durbon 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 employee counseling services in 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 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 Counselling

4. RESEARCH FINDINGS AND DISCUSSION

Factor Analysis

The validity of employee counseling was tested using an instrument comprising seven items and the result recorded. Subsequently, no item was removed. Factor loadings recorded was between 0.662 and 0.867 with overall average factor loading of 0.773 as shown in Table 2. Since no item recorded factor loading below 0.40, the items were considered valid measures of influence of employee counselling on performance of NGOs in Kenya.

Table 2: Factor loadings for Employee Counseling

Employee Counselling statements	Factor Loading
1. My organization has Workplace counselling services	.844
2. Employees are counseled on private and domestic matters	.867
3. Workplace counselling services are confidential and easily accessible	.822
4. My organization holds workshops for debriefing the employees	.662
5. My organization has qualified and competent personnel as counselors.	.798
6. Counselling helps employees face challenges positively	.724
7. Counselling has positive impact on service delivery in Non-profit Organization	.693
Total factor loading	**.773**

Table 3: Summary of Factor Analysis

Independent /Dependent Variables	Number of Items	Overall factor loading	Reliability Cronbach's alpha
Employee Counseling	7	77.3%	.949
Performance of NGOs in Kenya	14	70.3%	.818

Employee Counseling

The objective of the study was to determine the influence of employee counselling on performance of NGOs in Kenya. The respondents were asked to state their level of agreement with the following items based on employee counselling and how they are associated with performance of NGOs in Kenya.

The findings were as follows: On whether or not the organization (NGO s in Kenya) has workplace counselling services, 15.5% of the respondents agreed, 58.3% strongly agreed, 4.9% were neutral, 2.9% disagreed and only 18.4% of the respondents strongly disagreed. On the other hand, on a scale of 1 to 5, an average score rate of 3.50 was recorded with a standard deviation of 1.317. This indicated that majority of NGOs have effective workplace counselling services. This finding was consistent with the studies done by Otieno, Waiganjo and Njeru (2015), in conjunction with World Bank in Mozambique, Malawi, Uganda and Tanzania, which found that staff counselling made the employee work hard in Schools. This finding was further consistent with studies done by (Andi Kele, Mohsin and Bertinetti Lengler, 2016; Luthans, 2015) who found that employee counselling improves the performance of employees. To investigate if

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employees are counseled on private and domestic matters, 54.4% of the respondents agreed, 11.7% strongly agreed, 11.7% were neutral 4.9% disagreed and the rest at 17.5% strongly disagreed. An average score of 3.38 and standard deviation of 1.273 was recorded implying that employees are counseled on private and domestic matters within NGOs in Kenya. Again the respondents were asked whether workplace-counselling services are confidential and easily accessible, 45.6% of respondents agreed, 22.3% strongly agreed, 8.7% were neutral, but 5.8% disagreed and 17.5% strongly disagreed. Average scale of 3.50 out possible scale of 5 and standard deviation of 1.368 was recorded. This means that majority of the respondents within NGOs were in agreement that workplace counselling services are confidential and easily accessible.

To find out whether or not NGO in Kenya holds workshops for debriefing the employees, majority 35.9% of respondents agreed, 11.7% strongly agreed, 31.1% were undecided but 3.9% disagreed and 17.5% strongly disagreed. Average score rate was 3.20 out of 5 and standard deviation of 1.237 was recorded. This also indicated that majority of the respondents were in agreement that NGO in Kenya held workshops for debriefing the employees. Based on whether NGOs in Kenya, had qualified and competent personnel as counselors, 19.4% of respondents strongly agreed, and 48.5% agreed 12.6% of respondents were undecided, 2.9% disagreed while 16.5% strongly disagreed. Average score rate was 3.51 out of 5 with standard deviation of 1.302. In general, the respondents were in agreement that organization had qualified and competent personnel as counselors. To find out whether NGO in counselling helped employees face challenges positively, 25.2% of respondents strongly agreed, and 44.7% agreed 9.7% of respondents were undecided, 2.9% disagreed while 17.5% strongly disagreed. Average score rate was 3.57 out of 5 with standard deviation of 1.366. In general, the respondents were in agreement that employee counselling helped employees face challenges positively. To find out whether employee counselling had positive impact on service delivery in Non-profit Organization, 33.0% of respondents strongly agreed and 33.0% agreed 6.8% of respondents were undecided, 4.9% disagreed while 22.3% strongly disagreed. Average score rate was 3.50 out of 5 with standard deviation of 1.536. In general, the respondents agreed that counselling had positive impact on service delivery in non-profit organization. As far as employee counselling was concerned with overall rating of 3.451 out of possible scale of 5 and standard deviation of 1.343 it can be concluded that employee counselling had some influence on performance of NGOs in Kenya. The details of the finding are shown in Table 4.

Table 4: Employee counseling descriptive Statistics

Statement	S.D	D	N	A	S. A	Mean	Std. Dev
EC1	18.4%	2.9%	4.9%	58.3%	15.5%	3.50	1.317
EC2	17.5%	4.9%	11.7%	54.4%	11.7%	3.38	1.273
EC3	17.5%	5.8%	8.7%	45.6%	22.3%	3.50	1.368
EC4	17.5%	3.9%	31.1%	35.9%	11.7%	3.20	1.237
EC5	16.5%	2.9%	12.6%	48.5%	19.4%	3.51	1.302
EC6	17.5%	2.9%	9.7%	44.7%	25.2%	3.57	1.366
EC7	22.3%	4.9%	6.8%	33.0%	33.0%	3.50	1.536
Total						**3.451**	**1.343**

When asked if counselling services in the NGOs are adequate, 53.5% said yes,39.8% said No, and 3.9% did not respond. The respondents said that employee counselling services gave employees motivation and loyalty to continue working in the organizations, improved employees interest in the organization, gave employees emotional support, challenged the staff to work as they gain and motivated the staff to work harder. In addition employee counselling brought about social behavioural change and better ties among staff.

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
Employee Counselling	Std. Deviation	.52530		
	Skewness	-.207	.170	-1.241
	Kurtosis	-.368	.338	1.627
NGOs Performance	Std. Deviation	.46153		
	Skewness	.085	.170	-0.873
	Kurtosis	-.573	.338	1.105

Although it is assumed in multiple linear regressions that the residuals are distributed normally it is a good idea before drawing final conclusions, to review the distributions of major variables of interest (Ming'ala, 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 4.3 since t- test, regression and ANOVA are based on the assumption that the data were sampled from a Gaussian distribution (Elkink, 2015).
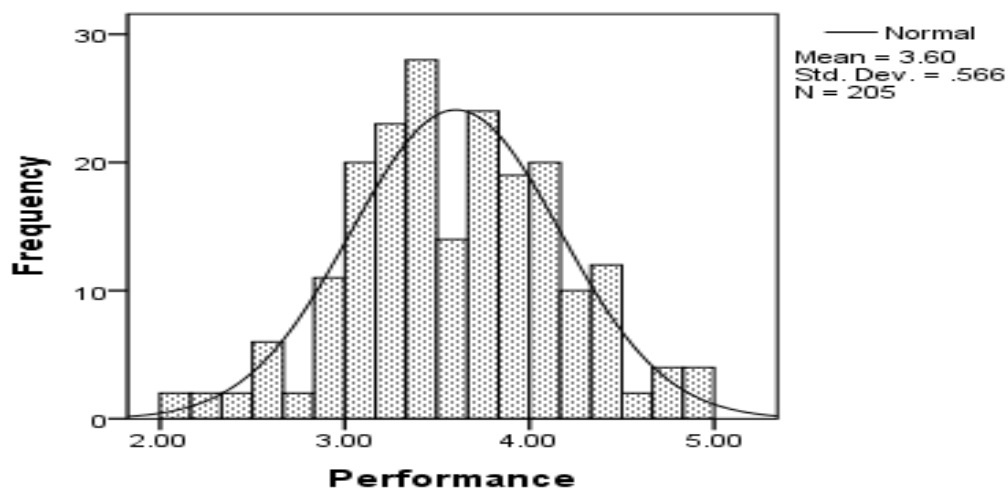

Figure 2: Histogram for Normality Test

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		
Employee Counseling Services	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**.911**
	Bartlett's Test of Sphericity	Approx. Chi-Square	1449.282
		Df	21
		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 Employee counseling

To establish the third objective, a simple regression analysis was conducted to find a relationship between the employee counselling and performance of NGOs in Kenya. The hypothesis tested was; **H₀:** There was no significant relationship

between employee counselling and performance of NGOs in Kenya against **H₁:** Employee counselling has a significant positive influence on performance of NGOs in Kenya. To test the hypotheses, linear regression model was used as shown in Table 10. The coefficient determinant, R- square value was .208. This, therefore, implied that employee counselling explained at least 20.8 % of the variability of performance of NGOs in Kenya.

Table 10: Regression Analysis for Employee Counseling (X_3)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.456[a]	.208	.204	.50452	1.881

a. Model 1 Predictors: (Constant), Employee Counselling (X_3)

Dependent variable: Performance of NGOs in Kenya (Y)

ANOVA: Employee Counseling

Analysis of variance results for regression coefficients revealed that the F-statistic value 53.330 was recorded showing that the model was significant with p-values being 0.000 which was less than 0.05 hence the null hypothesis was rejected. Table 11 presented the results. This implied that there was a significant positive relationship between employee counselling and performance of NGOs in Kenya.

Table 11: ANOVA for Employee Counseling (X_3)

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	13.575	1	13.575	53.330	.000[b]
1	Residual	51.671	203	.255		
	Total	**65.246**	**204**			

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

b. Model 1 Predictors: (Constant), X_3

Coefficient: Employee Counseling (X3)

The regression coefficient showed that the t-value was 39.72 with p-value of 0.000 which is less than 0.05, significance level. These values indicated that employee counseling 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=2.765+ 0.236X_3, implying that for every unit increase of employee counselling, performance of NGOs in Kenya in Kenya increased with 0.236 units. See Table 12 for more details.

Table 12: Coefficient for Employee Counseling (X_3)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
	(Constant)	2.765	.120		23.087	.000	2.765	
2	Performance of NGOs in Kenya	of.236	.032	.456	7.303	.000	.236	1.00

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

From the analysis it was therefore, concluded that the third null hypothesis was rejected and the alternative was accepted so there was a significant relationship between employees counselling and performance of NGOs in Kenya.

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary

The study findings indicated that majority of NGOs in Kenya had workplace employee counselling services. The majority of the respondents within NGOs in Kenya also agreed that workplace counselling services are confidential and easily accessible. In general, the respondents were in agreement that the organization had qualified and competent personnel as counselors. Further, majority of the respondents also agreed that NGOs in Kenya held workshops for debriefing their

employees. The coefficient determinant, R- square value was .208. This, therefore, implied employee counselling explained at least 20.8 % of the variability of performance in NGOs in Kenya. Finally, the p-value of 0.000 which is less than 0.05 significant indicated that employee counselling significantly influenced performance in NGOs in Kenya. This was in agreement with the findings based on ANOVA model that every unit increase of employee counselling, performance in NGO in Kenya increased with 0.236 units. Overall, the results indicated that the variable employee counselling and performance in NGOs in Kenya had a strong positive relationship. The respondents also made a number of recommendations on employee counselling to the NGOs management boards to improve performance in NGOs in Kenya.

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 counselling services gave employees motivation and loyalty to continue working in the organizations, improved employees interest in the organization, gave employees emotional support, challenged the employees to work as they gain and motivated the staff to work harder. In addition, employee counselling services brought about social behavioural change and better ties among staff.

Recommendations

The study recommended that NGOs in Kenya should come up with an employee counselling policy to increase employee access to counselling services to reduce personal work stress, improve facilities for counselling, increase frequency of counselling time, increase resources for counselling services and provide qualified and competent counselors to handle counselling services. In addition, the study recommended that confidentiality be observed in counselling services. Finally, the study also recommended that NGOs in Kenya should put in place a comprehensive policy on employee counselling services at the work place and to implement it.

Areas for Further Study

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