

# Staff Involvement on Employee Performance in Geothermal Development Company in Nakuru County, Kenya

Margaret Muthoni Kungu, Mongare Omare, Emily Cheposero Tumwet

**Abstract**— The performance of geothermal development company has been declining in an environment where resources are scarce and needs have been mounting. The study therefore sought to assess the effect of staff involvement on employee performance of geothermal development company in Nakuru County, Kenya. The study was informed by the concept of stakeholder theory. The study used a descriptive research design. The target population of the study was 1097 employees at GDC Nakuru County. The study used Nassiuma's (2000) formula to get a sample size of 100. The study further adopted a stratified random sampling from which the samples were allocated to various categories according to their relative sizes in the targeted population. Questionnaires were used to collect primary data desirable for the study. Reliability of the data collection instrument in this study was enhanced by pre-testing the questionnaire with a selected sample which was not included in the main study. Cronbach's Alpha was used to determine reliability of the research instrument. Quantitative data was analyzed through SPSS Version 24. Descriptive and inferential statistics was employed in the study. Descriptive statistics involve the use of percentages, frequencies, mean and standard deviation. Inferential statistic involved the use of correlation analysis and regression analysis. Presentation of the study was done using table. The findings indicated that there is a moderate relationship between staff involvement and employee performance in geothermal development company in Kenya ( $r=.382$  and  $p<0.05$ ). In addition the study concluded that staff involvement is significantly related to employee performance in geothermal development company in Kenya. From the conclusion the study recommended that Geothermal Development Company should actively involve employees in decision making this will make them feel as part of the organization this will consequently enhance their productivity. **Index Terms**— Staff Involvement, Employee Performance, Geothermal Development Company.

## I. INTRODUCTION

Strategic Human Resource Management (SHRM) is how human resources can have a direct impact on a company's success. It is critical for organizations to have a strategic human resources management plan in place if they want to keep productive employees. SHRM practices are critical to a company's profitability and employee performance (Muduli, 2016). Recruitment, reward management, training, and performance management are all examples of strategic human resource management strategies (Katou, 2016).

Human resource management should strive to support the

attainment of corporate objectives while also fostering a relationship based on trust, openness, and personal fulfillment (Armstrong, 2014). According to Richardson and Thompson (2019), the success of a strategy is dependent on combining vertical or external fit with horizontal or internal fit. They concluded that a firm with bundles of associated human resource practices should have a higher level of performance if it also achieves high levels of fit with its competitive strategy, (Dyer & Reeves, 2015).

Chen and Huang (2016) introduced human resource bundles as training, reward, performance evaluation, staffing and participation. Some strategic HR bundles, such as staffing, training, participation, performance evaluation, and incentive reward, are related to enhancing commitment, lowering turnover, and increasing performance through their impact on employee development and morale (Guthrie, 2015). Thus organizations can use strategic HRM bundles to influence the behavior and expectations of employees. Human resource is the most valuable resource of firms (Wright, Dunford & Snell, 2016). Organizations that effectively manage and leverage the knowledge and expertise embedded in individual minds will be able to create more value and achieve superior competitive advantage (Scarborough, 2016).

SHRM practices refer to decisions involving the successful management of employees at all levels of a business. SHRM practices are critical to a company's profitability and employee performance (Muduli, 2016). staff involvement, performance appraisal, compensation systems, training and development are all part of the strategic human resource management practices (Katou, 2016). A strategic human resource management plan is required for any organization. Organizations do not need a specific number of employees until they contemplate implementing strategic human resource management strategies. Strategic human resource management methods are essential for a company's competitiveness (Watts, 2016).

Various SHRM practices have been followed by various countries around the world. When it comes to managing human resources, Brazilian IT multinationals prefer to rely on national talents rather than going worldwide to collect differentiated competencies. Even when looking for candidates abroad, the process of selecting the best personnel typically focuses on discovering Brazilian applicants. The majority of Brazilian IT multinationals' subsidiaries follow the same compensation system as the parent company. That is to say, when an employee must be expatriated, the compensation patterns are comparable. It also implies that

subsidiaries believe the system is fair and does not favor one subsidiary over another. The headquarters' training and development program is likewise well-designed and implemented (Guthrie, 2015).

In India Huselid, (2016) investigated whether an association between strategic human resource management and organizational performance exists. The study found a significant association between the implementation of human resource practices and better productivity and profitability. There are few other studies which have shown that high performance work practices lead to better organizational results and the relationship between the two is quite significant (Koch & McGrath 2014; Guthrie 2016). The organizations which provides proper training to the employees, taking employee inputs for decision making, appropriate reward mechanism. Zhu, (2014) studied the human resource growth in Japan and noticed that businesses were emphasizing more on effective learning at individual and organizational levels.

Various SHRM practices have been implemented in Africa by various firms in various nations to improve employee performance. In Ethiopia Kroon, (2017) compared the rapid performance and slow performance of the company, he found that rapid performance depends largely on the ability of companies and their employees in order to maintain its performance strategy. Companies' use training programs to achieve their goals, and stressed that slower performance can reduce the company's productivity and performance.

Manufacturing companies in Nigeria are focusing on achieving exceptional performance by making the most of their brilliant people resources as a strategic advantage. Manufacturing companies in Nigeria also conduct strategic training exercises to develop highly competent human resources, as well as conferences to provide employees with new tools to improve service delivery. Bonuses, overtime wages, and commissions, all of which are proxies for compensation methods, help manufacturing firms in Nigeria enhance their performance (Njue, 2018). In Kenyan enterprises, HRM has traditionally focused on procedural and administrative activities such as wage and benefits, employee interactions, and so on (Akunda, & Gikiri, 2018).

In Kenya, government organizations are confronted with a shortage of well-equipped staff in quantitative and qualitative terms. The organization is lacking the appropriate Human Resources (HRs) to properly address the challenges at stake. Unsatisfactory working conditions have an impact on the attitudes and behavior of staff and create an obstacle to the modernization of the county governments (Munjuri, 2015). Developing the proper management of human resources is therefore becoming a key challenge within the organization and also at national level. New approaches to HRM are currently being introduced in many countries to support the modernization of government organizations, (Odhiambo, 2016).

Employee performance is a measurement of how well or how poorly an employee conducts their required job duties and how promptly they meet their deadlines or requirements. Employee performance is one of the most important constructs in both organizational psychology and human resource management (Lodhi, 2015). It is a function that an

individual can successfully perform within framework of normal constraints and available resources (Surabaya, 2016). Successful employees meet deadlines, make sales and build the brand via positive customer interactions. When employees do not perform effectively, consumers feel that the company is apathetic to their needs, and will seek help elsewhere. Employees who perform effectively get things done properly the first time, (Vishal, 2016).

Employee job performance has always been a major challenge in organizational management and adopting effective ways to motivate employees to achieve and deliver higher job performance as well as increase the organizational competitiveness is the main objective of every business organization (Kaplan & Norton, 2016). Employee performance is instrumental to organizational growth and profitability. The employees are regarded as the major business resources that facilitate the daily activities and operations of an organization (Hayes, 2015). The performance of an organizational is based on the perception that the organization is comprised of valuable resources that include personnel, physical and capital assets that are used to achieve a shared goal. The performance of employees can be measured in terms of productivity and outcome, profit, effectiveness of internal processes and procedures, staff attitudes and organizational responsiveness to the environment (Chege & Mwenda, 2017).

In Kenya, government organizations are confronted with a shortage of well-equipped staff in quantitative and qualitative terms. The organization is lacking the appropriate Human Resources (HRs) to properly address the challenges at stake. Unsatisfactory working conditions have an impact on the attitudes and behavior of staff and create an obstacle to the modernization of the county governments (Munjuri, 2015). Developing the proper management of human resources is therefore becoming a key challenge within the organization and also at national level. New approaches to HRM are currently being introduced in many countries to support the modernization of government organizations, (Odhiambo, 2016).

Nakuru County host more than half of GDC projects in Kenya. The first project is Menengai Geothermal Project which is one of GDC's projects that is under development. It has an estimated geothermal potential of 1600MW. The project aimed at meeting Kenya's rapidly increasing demand for power while diversifying sources of power supply by developing the country's huge geothermal potential, consistent with Kenya's green growth vision. Another GDC project in Nakuru is Olkaria. The project has four phases. The project is divided in IV stages Olkaria I, Olkaria II, Olkaria III and Olkaria IV. The facility is located in the Hell's Gate National Park in Naivasha (Renkens, 2019). For the implementation of this project human resource is a major factor therefore there is a need to conduct a study on strategic human resource management practices and employee performance

### B. Statement of the Problem

Employee performance is important in helping public institutions such as Geothermal Development Company achieve their goals and objectives. Despite the employee

performance being important to public institutions, Geothermal Development Company is plagued by problems of employee performance. A 2019 report by Salaries and Remuneration Commission on performance of public servants indicates that more than half of public institution in Kenya, particularly state parastatals, is experiencing declining performance. The performance of geothermal development company has been unsatisfactory, according to a report by a 2019 taskforce on parastatal reforms in Kenya. One of the factors that has been attributed to poor performance of State Corporation are human resource factors (Taskforce on Parastatal Reforms in Kenya, 2019).

Performance appraisal reports, show that staff performance has been lacking in public institutions (GoK, 2019). While geothermal is one of Vision 2030's signature projects, there have been complaints about organizational flaws that have resulted in low productivity, burnout, and staff health issues, as well as increased absenteeism. Geothermal, like any other firm, operates in a dynamic and constantly changing environment. In such like organization employees are faced with a lot of physical and mental hazards on their job which may cause them stress. Therefore the study seeks to assess the effects of staff involvement on employee performance in geothermal development company in Nakuru County, Kenya.

#### C. Research Hypothesis

There is no statistically significant relationship between staff involvement and employee performance in geothermal development company in Nakuru County, Kenya.

## II. LITERATURE REVIEW

### A. Theoretical Review

The study was built on the concept of Stakeholder's Theory. The theory was developed by Edward Freeman in 1984. According to the theory a company should generate value for all stakeholders, not just shareholders. According to the stakeholder theory, if a company treats its employees badly, it will eventually fail. If it imposes its initiatives on communities, the same thing will almost certainly happen (Maina, 2013). Stakeholders are groups and persons who gain or are affected by business activity, and whose rights are abused or respected. Shareholders, creditors, employees, consumers, suppliers, and the general public are among them (Patton, 2008).

Blattberg (2011) criticizes stakeholder theory for believing that the interests of diverse stakeholders can be compromised or balanced against one another at best. According to Blattberg (2011), this is due to the emphasis on negotiation as the primary way of involvement for resolving disputes between stakeholder interests. Instead, he advocates for conversation, which leads him to promote what he refers to as a "patriotic" view of the corporation as an alternative to stakeholder theory. Mansell (2013) claims that adopting the political idea of stakeholder theory weakens the assumptions that underpin a market economy

The theory is relevant to the study in explaining the importance of employee participation within the larger geothermal development company when it comes to improving performance. Officials in charge of geothermal

development company should be aware that the involvement of employees, who are the company's key stakeholders, can have a significant impact on the project's success. Therefore the theory helps in explaining the effects of employee involvement in employee performance at geothermal development company.

### B. Human Resources

Human resource policies are continuing guidelines on the approach of which an organization intends to adopt in managing its people, (Pravin, 2014). They represent specific guidelines to HR managers on various matters concerning employment and state the intent of the organization on different aspects of human resource management like recruitment, promotion, compensation, training and selection (Corman, 2016). They therefore serve as a reference point when human resources management practices are being developed or when decisions are being made about an organization's workforce

Alkalha and Alshurideh, (2016) did a study on the investigating the effects of human resource policies on organizational performance: an empirical study on commercial banks operating in Jordan. The study surveyed 25 commercial banks in Jordan including local, foreign, and Islamic banks (two banks rejected participation in this study because of what they deemed privacy of information). This was accomplished through designing a questionnaire that was distributed to employees in managerial levels. Three hundred and fifty questionnaires were distributed; 250 questionnaires were returned back and 46 questionnaires were disregarded because they were not completed by the respondents. The results show strong support for the model, indicating that human resource policies are positively related to organizational performance and have a statistically strong significance on it. It has been concluded from the research results that the most important effect of human resource policy on organizational performance is the employees' participation in decision making.

Nabi, Ahmed and Rahman, (2017) did a study on the empirical study on human resource management practices with special reference to job satisfaction and employee turnover at investment corporation of Bangladesh. The study findings revealed that there are six elements in an organization like man, materials, machine, money, method and markets. Among them man is the important element of all. How are you conducting the human resources of an organization is the important issue of the organization. Human resources are the working in the organization with a view to accomplishing the organizational objectives and end results. Motivation is firmly related with job performance of the organization, we know when motivation is more, productivity is higher and when motivation is low, the productivity is lower. Job performance is dependent on the team work and compensation and fair treatment should be done in determine the workers capability.

### C. Staff Involvement in Employee Performance

Wanjiru (2015) investigated the impact of staff involvement on the efficacy of street kid rehabilitation programs in Nairobi County, Kenya. A descriptive survey

design was used in this investigation. The study's target population was made up of 70 participants who were chosen at random from five different rehabilitation programs. This study employed questionnaires to obtain primary data, which was augmented with desk research. According to the study's findings, employee involvement is an important corporate management technique. In a program or project management setting, a stakeholder has an interest in the proposed change and has the power to influence or affect its success. However, this study was carried out in a privately owned children's rehabilitation program, but the current study will be carried out in a state parastatal that works in the geothermal development company.

Kenyoru (2017) investigated the effects of staff involvement on organizational performance using the Eldoret Branch of Kenya Power and Lighting Company in Uasin-Gishu County as a case study. On a target population of 718 people, a descriptive research design was used. A sample size of 215 employees and consumers was chosen using stratified random selection. Self-administered closed-ended questionnaires were used to collect data, which was then analyzed using descriptive and inferential statistics. Stakeholder involvement in the decision-making process resulted in changes in organizational performance, according to data using Pearson product moment correlation and multiple regression models. As a result, the research indicated that both customer and staff involvement initiatives contributed considerably to the businesses' performance, with customer recognition having a greater impact on the organization's performance.

Kwambai (2016) investigated the impact of staff involvement on Eldoret University's effectiveness. The study's target group was 1100 employees who were directly or indirectly touched by the new administrative systems as a result of organizational transformation. Krejcie and Morgan's sample size calculation was used, which resulted in a sample size of 65 respondents. The major data gathering instruments were questionnaires. Stakeholder involvement and organizational effectiveness were found to have a strong and favorable link according to the findings the findings also revealed that employees are included in the university's decision-making process for program and project implementation.

Kasaya and Munjuri, (2018) conducted a study on the effect of employee involvement on job performance in the medical research industry in Kenya. The study adopted a descriptive survey research design. The population for the study included all the employees of one regional research institute who were 867 in total. The study used a scientific formula by fisher to select the sample after which simple random sampling was used to select 174 respondents from the organization. Data was collected using structured questionnaires and analyzed using both descriptive and inferential statistics. Data was presented in form of tables. The study findings revealed that supervisors kept employees updated about the future direction of the organization. Representative participation was found to be an important means to involve employees for efficient job performance. The study further revealed that teams at the institute

participate in deciding how the work should be done although they are not given control and autonomy to perform their functions.

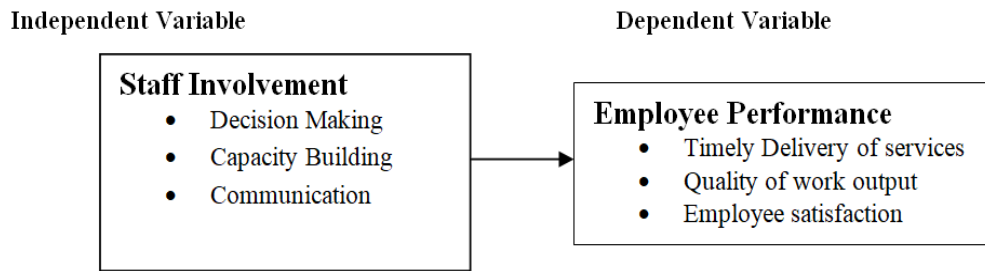
Orsborne and Hammoud, (2017) conducted a study on the effective staff engagement in the workplace. The purpose of this case study was to explore strategies that some communication business leaders use to engage their employees. The target population consisted of four communication business leaders in Jackson, Mississippi, who possessed at least 1 year of successful employee engagement experience. The self-determination theory served as the study's conceptual framework. Semi-structured interviews were conducted, and the participating company's archived documents were gathered. Patterns were identified through a rigorous process of data familiarization, data coding, and theme development and revision. The study findings revealed that employee engagement is related to the psychological experiences of people who shape their work process and behavior. Employee engagement is multidimensional; engaged employees are emotionally, physically, and cognitively engaged in their daily work.

Odero and Makori, (2016) conducted a study on staff involvement among part time lecturers in public universities in Kenya. The study adopted descriptive survey research design to collect data from a sample of part time lecturers from four public universities in the western region of Kenya. The study used structured questionnaires to gather information from the respondents. The sampling technique used was stratified sampling and simple random sampling. It was analyzed descriptively using percentages, mean and standard deviation and also inferentially using regression and Pearson's Product Moment Correlation test. The study findings revealed that employee involvement was found to be strongly positively correlated to employee performance.

#### *D. Research Gap Summary of Reviewed Literature*

Wanjiru (2015) investigated the impact of staff involvement on the efficacy of street kid rehabilitation programs in Nairobi County, Kenya. A descriptive survey design was used in this investigation. The study's target population was made up of 70 participants who were chosen at random from five different rehabilitation programs. This study employed questionnaires to obtain primary data, which was augmented with desk research. According to the study's findings, employee involvement is an important corporate management technique. However, this study was carried out in a privately owned children's rehabilitation program, but the current study will be carried out in a state parastatal that works in the geothermal development company.

E. Conceptual Framework



III. RESEARCH METHODOLOGY

Descriptive research employs analytical approaches in which the researcher examines existing data, assesses the situation, and collects data that is categorically nominal and qualitative in nature. The study adopted descriptive research study. The study was conducted in Geothermal Development Company in Nakuru town. Nakuru County host most of GDC project in Kenya therefore is ideal for the study since majority of human resource personnel are located within Nakuru County hence the study will reflect the situation in the entire company in Kenya. The target population of the study was 1097 employees which comprised of 79 top level employees and 351 middle level employees and 667 lower level employees from 17 departments in GDC Nakuru County. The study used Nassiuma’s (2000) formula to get a sample size of 100 as indicated in the workings below.

$$n = \frac{NC^2}{C^2 + (N - 1)e^2}$$

n = Represents Sample Size  
 N = Represents Study Population  
 C = Represents coefficient of variation (21% ≤ C ≤ 30%),  
 and  
 e = Represents error margin (2% ≤ e ≤ 5%).

Calculating the sample size,

$$n = \frac{1097(0.21)^2}{0.21^2 + (1097 - 1)0.02^2}$$

$$n = 100$$

The study further adopted a stratified random sampling from which the samples was allocated to various categories according to their relative sizes in the targeted population. The study collected primary data using questionnaires The pilot study was carried out in Kenya Pipeline Company

Nakuru County to assess the effectiveness of the data collection instruments before venturing fully into data collection. This consisted of 11 employees representing 10% of the sample size. The piloted questionnaires were not included in the main study. Cronbach's Alpha was used to determine internal consistency technique. Internal consistency reliability is a metric for assessing the degree to which different test items probing the same construct give similar responses. Content validity refers to how well a measure captures all aspects of a social construct. Inquiring about the opinions of specialists in the subject, particularly the research supervisor improved the content validity of this study. The Statistical Package for Social Sciences (SPSS) version 24 was used to evaluate qualitative data. In this study, descriptive and inferential statistics was used. Percentages, frequencies, mean, and standard deviation was used in descriptive statistics.

IV. RESULTS

A. Response Rate

The chapter focuses on data analysis, results presentation and discussion of the findings. The study issued 100 questionnaires to the top level employees, middle level employees & lower level employees. Out of which 93 questionnaires were properly filled and returned, this represented 93% response rate. According to Babbie (2002) any response of 65% and above is adequate for analysis.

B. Length of Service

The respondents were requested to indicate the duration they have been working in insurance firms. The findings is indicates in Table 1

Table 1: Length of Service

Years	Frequency	Percentage
Below 3 Years	3	3
3-9 Year	20	21
10-12 Years	60	65
More than 12 year	10	11

<b>Total</b>	<b>93</b>	<b>100</b>
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From the 3% of the respondents stated they have been working in the current organization for less than 3 years, 3% of the respondents stated they have been working for 3-9 years, 65% of the respondents stated they have been working for 9-12 years while 11% of the respondents stated they have been working for more than 12 years. This implies that majority of the respondents have been working for 9-12 years. Employees who have worked long in organizations tended to be poor performers as they were no longer motivated as age increased when compared to younger or new employees who were usually more dynamic, enthusiastic and

excited about the job and the rewards it would bring for their increased effort (Lee & Low, 2017).

*C. Effect of Staff Involvement on Employee Performance*

The study sought to assess the effect of staff involvement on employee performance in geothermal development company in Kenya. The result are presented in Table 2

**Table 2: Effect of Staff Involvement on Employee Performance**

Statements on Staff Involvement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std
The organization involves employees in decision making which increases overall company morale hence improving performance	58	24	8	4	6	4.177	0.912
Employee involvement in decision making improves workplace relationships thus boosting the overall performance.	40	48	4	8	0	3.984	1.032
Capacity building fosters a sense of ownership and empowerment among the employees hence improving performance	50	34	8	4	4	4.145	0.921
Capacity building strengthens confidence and employee skills which positively affects performance	54	36	2	5	3	4.563	.608
Communication promotes motivation among the employees which improves performance	48	40	3	5	4	4.181	.513
Communication builds friendly relationship in the organization which improves overall performance	40	48	4	8	0	3.984	1.032

From the findings 58% of the respondents strongly agreed that the organization involves employees in decision making which increases overall company morale hence improving performance, 24% of the respondents agreed, 8% were neutral, 4% disagreed while 6% strongly disagreed. Further 40% of the respondents strongly agreed that employee involvement in decision making improves workplace relationships thus boosting the overall performance, 48% of the respondents agreed, 4% were neutral while 8% disagreed. In addition 50% of the respondents strongly agreed that capacity building fosters a sense of ownership and empowerment among the employees hence improving performance, 34% of the respondents agreed, 8% were neutral, 4% disagreed while 4% strongly disagreed.

The findings further indicates that 54% of the respondents strongly agreed that capacity building strengthens confidence and employee skills which positively affects performance, 36% of the respondents agreed, 2% were neutral, 5% disagreed while 3% strongly disagreed. In addition 48% of the respondents strongly agreed that communication promotes motivation among the employees which improves performance, 40% of the respondents agreed, 3% were neutral, 5% disagreed while 4% strongly disagreed. Finally 40% of the respondents strongly agreed that communication builds friendly relationship in the organization which improves overall performance, 48% of the respondents

agreed, 4% were neutral, 8% disagreed while none of the respondents strongly disagreed

The findings are congruent to those of Ratemo (2017) study which established that staff involvement allows employees to systematically give their input into decisions that affect their performance. Staff involvement creates a feeling that their opinion matter when it comes to the change process this enhances their productivity. Staff who are involved in decision-making feel their contribution is valued, and the process of sharing opinions and discussing work matters itself can foster a sense of teamwork and improve relationships between workers themselves. The researcher also sought to find out how employees are involved in decision making, one of the employee revealed that GDC involves employees in decision making by asking for the employees opinions. GDC has created a system of for employees to give their suggestions, through suggestion boxes and through digital alternative, such as designated emails.

The researcher further sought to establish the challenges hindering active involvement of employees in decision making process. One of the employee reported that lack of knowledge about bias and decision-making in the organization hinders their active involvement in decision making process. Many in leadership roles are aware, albeit to varying degrees, that our beliefs and values affect our

decision-making ability. Therefore, the door to bias is open, and there are hundreds of different biases that come into play which affect our involvement in decision making process. The researcher further sought to establish how employee involvement in decision affects employee performance, some of the employees reported that, when employees are actively engaged in the decision-making process it increases our overall morale towards work which improves productivity.

*D. Employee Performance in Geothermal Development Company in Kenya*

The researcher sought to establish the employee performance in geothermal development company in Kenya. Table 3 displays the findings

**Table 3: Employee Performance in Geothermal Development Company in Kenya**

Employee Performance	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std
The employee delivers the assigned task and services on time which improves the performance of the organization.	52	43	0	3	2	4.177	0.912
Employees deliver high quality work based on their skills and knowledge.	49	41	3	4	3	4.563	0.608
Employees submit quality work on time	56	32	3	5	4	4.145	0.921
The employees are well skilled and innovative in conducting their daily tasks.	70	30	0	0	0	4.563	0.608
Employees are satisfied with their work and the working conditions which improves performance.	63	32	0	3	2	3.984	1.032
High levels of employee satisfaction have strengthened retention and involvement of employee.	69	27	3	1	0	4.145	0.921

From the findings 52% of the respondents strongly agreed that the employee delivers the assigned task and services on time which improves the performance of the organization, 43% of the respondents agreed, 3% disagreed while 2% strongly disagreed. Further 49% of the respondents strongly agreed that employees deliver high quality work based on their skills and knowledge, 41% of the respondents agreed, 3% were neutral, 4% disagreed while 3% strongly disagreed. In addition 56% of the respondents strongly agreed that employees submit quality work on time, 32% of the respondents agreed, 3% were neutral 5% disagreed while 4% strongly disagreed.

The findings further indicate that 70% of the respondents strongly agreed that the employees are well skilled and innovative in conducting their daily tasks while 30% of the

respondents agreed. In addition 63% of the respondents strongly agreed that employees are satisfied with their work and the working conditions which improves performance, 32% of the respondents agreed, 3% disagreed while 2% strongly disagreed. The findings further indicates that 69% of the respondents strongly agreed that high levels of employee satisfaction have strengthened retention and involvement of employee., 27% of the respondents agreed, 3% were neutral while 1% disagreed. According to Onyango (2017) depending on their level, work gives the employee a sense of satisfaction or causes fatigue, and in many cases even discouragement. At the same inadequate working conditions (including excessive noise, poor lighting, poor work organization) have a negative impact on the functioning of the employee.

*E. Pearson Correlation*

**Table 1: Correlation between staff involvement on employee Performance**

		Staff Involvement
Employment Performance	Pearson Correlation	.382**
	Sig. (2-tailed)	.002
	N	93

The study further sought to assess the relationship between staff involvement and employee performance in Geothermal Development Company in Kenya. The results showed a moderate relationship between staff involvement and employee performance in Geothermal Development Company in Kenya (r=.382 and p<0.05). The findings show that staff involvement enhances performance of employees in Geothermal Development Company in Kenya. The findings are in line with those of Kwambai (2016) who argue that

employee involvement makes employees feel a part of the organization making them more responsible about their work and push themselves to find better results. This enhances the possibilities of innovative thinking and ideas to tackle problems in the workplace.

*F. Regression Analysis*

**Table 4: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.026	.420		4.824	.000
Staff Involvement	.596	.107	.548	5.570	.013

Dependent Variable: Employee Performance in Geothermal Development Company

The goal was to establish the effect of staff involvement on employee performance in geothermal development company in Nakuru County, Kenya. The research aimed at testing the hypothesis on whether there is no statistically significant effect of staff involvement and employee performance in geothermal development company in Kenya. According to the results, the p-value was 0.013, was less than 0.05 and therefore the null hypothesis was rejected and the study concluded that staff involvement has significant effect on employee performance in geothermal development company in Kenya.

The study's findings support Kairu's (2014) argument that staff involvement in the decision-making process resulted in changes in organizational performance, according to data using Pearson product moment correlation and multiple regression models. As a result, the research indicated that both customer and staff involvement initiatives contributed considerably to the businesses' performance, with customer recognition having a greater impact on the organization's performance. Kwambai (2016) study also found that staff involvement and organizational effectiveness were found to have a strong and favorable link with employee performance..

$$Y = 2.026 + 0.596X1 + \epsilon$$

## V. CONCLUSION AND RECOMMENDATION

### A. Conclusion

From the findings the study concluded that staff involvement promotes motivation among the employees which improves performance. The study also concluded that communication builds friendly relationship in the organization which improves overall performance. From the findings the study also concluded that there is a moderate relationship between staff involvement and employee performance in geothermal development company in Kenya ( $r=.382$  and  $p<0.05$ ). The findings are in line with those of Kwambai (2016) who argue that staff involvement makes employees feel a part of the organization making them more responsible about their work and push themselves to find better results.

### B. Recommendations

The study recommended that GDC should involve employees in decision making. More motivated employees mean better performance; especially when you have total employee involvement in terms of staff management. Employees do not leave because of the company or pay, but because of their manager. It also works the other way around. Employees stay and get motivated because of who manages them.

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