

Influences of Employee Involvement on Employee Performance of Public Service Bus Saccos in Garissa Township, Kenya

Mohamed Muhumed Kassim¹, Peter Butali², Ongesa Tom²

¹ Postgraduate Student, School of Business and economics, Garissa University, Kenya

² School of Business and economics, Garissa University, Kenya

Keywords:

Type of the Paper: Research Paper.

Type of Review: Peer Reviewed.

Indexed in: Google Scholar

Google Scholar Citation: [IJRESS](#)

How to Cite this Paper:

Mohamed M. K. Butali P. and Ongesa, T. (2025): **Influences of Employee Involvement on Employee Performance of Public Service Bus Saccos in Garissa Township, Kenya.** *International Journal of Research in Education and Social Sciences (IJRESS)* 8 (3). 1-9.

International Journal of Research in Education and Social Sciences (IJRESS)

A Refereed International Journal of OIRC JOURNALS

© Oirc Journals.



This work is licensed under a Creative Commons Attribution-Non Commercial 4.0 International License subject to proper citation to the publication source of the work.

Disclaimer: The scholarly papers as reviewed and published by the OIRC JOURNALS are the views and opinions of their respective authors and are not the views or opinions of the OIRC JOURNALS. The OIRC JOURNALS disclaims of any harm or loss caused due to the published content to any party.

Influences of Employee Involvement on Employee Performance of Public Service Bus Saccos in Garissa Township, Kenya

Mohamed Muhumed Kassim¹, Peter Butali², Ongesa Tom²

¹ Postgraduate Student, School of Business and economics, Garissa University, Kenya

² School of Business and economics, Garissa University, Kenya

ARTICLE INFO

Received 24th, July, 2025

Received in Revised Form 26th Aug, 2025

Accepted 8th Sept, 2025

Published online 11th Sept, 2025

Keywords: Employee Involvement, Participative Management, Public Service Bus SACCOS, Employee Performance,

and regression analysis through SPSS version 26. Findings revealed a significant positive relationship between employee involvement and employee performance, indicating that inclusive practices such as participatory decision-making, autonomy in work processes, and consultation improved service delivery, morale, and customer satisfaction. The study concluded that employee involvement is a critical determinant of workforce productivity in SACCOS. It recommended that SACCOS institutionalize participatory decision-making structures, strengthen feedback mechanisms, and decentralize authority to enhance accountability. Future research was suggested to explore longitudinal perspectives and qualitative insights into organizational culture shaping employee involvement.

1. Introduction

Human resource practices have long been recognized as central to enhancing employee performance and organizational success (Armstrong & Taylor, 2020). In particular, employee involvement has gained attention as a vital mechanism through which organizations foster ownership, accountability, and motivation among staff. In cooperative organizations such as public service bus SACCOS, employee involvement goes beyond formal participation to include decision-making, teamwork, and empowerment, which directly influence service quality and customer satisfaction (Lawler, 1986).

In Kenya, public service bus SACCOS play a vital role in ensuring safe, reliable, and affordable transport. Their effectiveness depends heavily on the performance of employees, who operate in dynamic and challenging environments. Despite the recognized value of participatory management in enhancing

productivity, many SACCOS in Garissa Township continue to face challenges such as low morale, poor accountability, and inadequate service standards. This raises the question of whether enhanced employee involvement can directly improve performance within this context (Mohamed & Ali, 2022).

Background to the Study

Employee involvement is rooted in participative management principles, which emphasize inclusivity, transparency, and collaboration between management and staff (Likert, 1967). Organizations that actively engage employees in decision-making are more likely to record improved morale, reduced turnover, and higher performance outcomes. In cooperative settings, where services depend on efficiency and reliability, participatory practices can bridge gaps between strategic planning and operational execution (Boxall & Purcell, 2016).

Abstract

This study examined the influence of employee involvement on employee performance of public service bus Savings and Credit Cooperative Organizations (SACCOS) in Garissa Township, Kenya. Anchored on Participative Management Theory, the study sought to determine whether involving employees in decision-making, teamwork, and operational processes enhances their performance outcomes. Using a correlational research design, data were collected from a target population of 415 respondents, with a sample size of 204 obtained through stratified random sampling. Structured questionnaires were used for data collection, and reliability was confirmed with a Cronbach Alpha coefficient above 0.89 for employee involvement. Data were analyzed using descriptive statistics, Pearson correlation,

Global evidence underscores the role of employee involvement in boosting performance. Studies from South Africa and the United Kingdom demonstrate that inclusive leadership and employee consultation are strongly associated with higher job satisfaction, engagement, and customer-oriented performance (Nkosi & Ndlovu, 2021; Davies & Brown, 2023). In Kenya, findings indicate that SACCOs that promote participatory leadership and joint decision-making report better staff retention, service delivery, and financial sustainability (Njoroge & Kibera, 2020). Within Garissa Township, SACCOs face unique contextual challenges including limited resources, cultural dynamics, and semi-arid economic conditions. These factors constrain HR practices, but they also create opportunities where employee involvement may strengthen accountability, enhance teamwork, and improve service delivery. This localized context provides an essential gap that the present study sought to fill, focusing specifically on the relationship between employee involvement and performance.

Statement of the Problem

Despite the acknowledged importance of employee involvement in promoting job satisfaction and organizational performance, public service bus SACCOs in Garissa Township continue to grapple with inefficiencies, delays, and declining customer trust. Employees often feel excluded from decision-making, resulting in low morale, resistance to change, and diminished accountability. These challenges weaken performance outcomes, including service reliability and customer satisfaction. While prior research has examined HRM practices in urban or corporate settings, limited empirical evidence exists within Garissa Township SACCOs, which face distinct socio-economic and institutional challenges. This lack of localized studies has left a knowledge gap that constrains managers and policymakers in designing evidence-based HR interventions. Without deliberate strategies to involve employees, SACCOs risk persistent inefficiencies, reduced employee commitment, and unsustainable operations.

Objective of the Study

To assess the influence of employee involvement on employee performance of public service bus SACCOs in Garissa Township, Kenya.

Hypothesis

H0: There is no significant relationship between employee involvement and employee performance of public service bus SACCOs in Garissa Township, Kenya.

2. Literature Review

Theoretical Framework

This study was guided by Participative Management Theory (Likert, 1967), which emphasizes the value of including employees in decision-making processes. The theory maintains that active employee participation in decisions involving the organisation will give them the feeling of ownership, motivation, and responsibility, which will lead to a better performance. Unlike top-down management, participative management enables a collaborative culture, which enhances communication and trust between the managers and the employees (McGregor, 1960).

The theory applies particularly well to the concept of the similarities among public service bus SACCOs, which are sensitive to teamwork, accountable and reliability aspects of their performance outcomes. By engaging drivers, conductors, and other support staff to decide on the routes, shift rosters, and service standards, SACCOs develop a culture of engagement, which in a way boosts cooperation and accountability. Participative management also coincides with the cooperative model of SACCOs, which in itself puts emphasis on inclusivity and member participation (Boxall & Purcell, 2016).

Moreover, according to the theory, when employees are empowered through the mechanisms of providing feedback and joint consultations, the use of mutual consultations, and so forth, psychological ownership occurs. Such belonging is reflected in the concrete positive changes like attendance commitment, less absenteeism and enhanced quality of service. This is the reason why Participative Management Theory was used as a basis to make the hypothesis that there would be a positive correlation between involvement and performance among SACCO employees in Garissa Township.

Empirical Literature on Employee Involvement and Employee Performance

These findings reinforce the argument that organizations operating in dynamic environments achieve better results when employees are engaged in

decisions affecting their work. However, gaps remain in localized studies within SACCOs in Garissa Township, which this study sought to address.

Conceptual Framework

Studies in various sectors have regularly demonstrated that employee engagement enhances organizational performance. Wabala et al. (2019) confirmed that employee orientation and involvement played a considerable role in performance among Kenyan SACCOs especially when complemented by the supervisor engagement. On the same note, Ontiri (2019) established that direct employee participation had a strong positive influence in the service delivery at Nairobi Water and Sewerage Company whereas the little participation had no significant influence about the financial participation.

In the banking sector, Wabomba (2021) stated that employee consultation, delegation, and group decision-making had a positive effect on the employee performance in commercial banks in Nairobi County. This would indicate that participatory approaches do not apply to one kind of industry since they apply as well to service delivery organizations like the SACCOs. Similarly, Mwandishi, Iravo, and Sakwa (2018) found that employee participation positively impacted the performance of the Vihiga county, highlighting the universal concept of the involvement of employees within the public institutions.

Lastly, Kuria (2017) argued that in Kenyan medical facilities, collective bargaining, delegation, and participatory decision-making improved the performance. The conceptual framework demonstrates the relationship between employee involvement (independent variable) and employee performance (dependent variable) as shown in Figure 1 below.

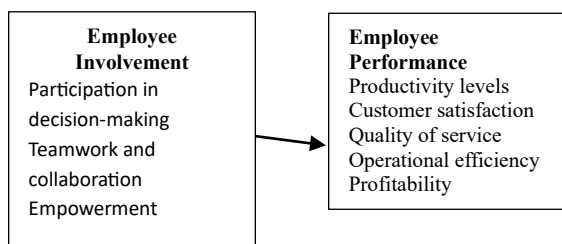


Fig.1: Conceptual framework

3. Research Methodology

This study employed a correlational research design to examine the association between employee

involvement and employee performance among selected public service bus SACCOs in Garissa Township, Kenya. A correlational approach was appropriate because it allowed the exploration of relationships between variables without manipulation, making it suitable for organizational research (Creswell & Creswell, 2018). The study was conducted in three SACCOs—Buscar East Africa, Khuku SACCO, and Northeastern SACCO—which collectively employ 415 staff members, including both employees and management committee members.

The target population of the study comprised 415 individuals, consisting of 332 employees and 83 management members. The sample size of 204 respondents was determined using Yamane's formula with a 5% margin of error, which is widely applied in social science research to obtain statistically representative samples (Yamane, 1967). Stratified sampling was used to ensure proportional representation of employees and management, thus minimizing bias and enhancing representativeness. From this sample, 40 management members were purposively selected due to their decision-making roles, while 164 employees were chosen through simple random sampling.

Data collection relied on structured questionnaires comprising Likert-scale items, which are effective in measuring attitudes and perceptions (Krosnick & Presser, 2010). To increase the validity of the instrument, a pilot study comprised of 20 respondents (10 percent of estimated total sample) was carried out. The pilot gave opportunity to clarify vague items and make the questions more sensible. The validity was determined via expert review in that the instrument could capture the desired aspects, and reliability was also determined using Cronbach Alpha as a measurement of statistical internal consistency of scales (Tavakol & Dennick, 2011).

Both descriptive and inferential statistics were used in data analysis. Numerical data like mean, percentages and standard deviations were used to deduce the nature of respondents and hypothesis testing was done using inferential analysis. There was use of Pearson correlation to arrive at the strength and direction of relationships between employee involvement and performance, and regression analysis was used to evaluate the predictive powers of employee involvement on performance. These statistical tests were made at 95 percent confidence interval ($\alpha = 0.05$)

Index Copernicus value (2018): 63.87

with SPSS 26 which is a well-known statistics software in the social sciences (Field, 2018).

The study also observed major ethical considerations in order to protect the rights of participants. Adequate informed consent was taken before participation, and the participants were assured of both anonymity and confidentiality. The exercise was voluntary and had no effect on who were able to drop out and fulfill the established conditions. These precautions have been implemented following accepted ethical principles of social research, whereby participants must be respected, not vulnerable to any harm, and the integrity of the data should not be corrupted during the data gathering and interpretation processes (Resnik, 2018).

Validity and Reliability of Instrument

Table 1: Reliability Test Results

Variable	Items	Cronbach's Alpha	Interpretation
----------	-------	------------------	----------------

Employee Involvement Training	8	0.898	Excellent reliability
Remuneration	8	0.796	Acceptable reliability
Employee Performance	7	0.861	Good reliability
Overall	31	0.770	Acceptable reliability
			Strong reliability

The results indicate that the instrument had strong internal consistency, with all Cronbach's Alpha values above the 0.70 threshold recommended for social sciences. Specifically, the employee involvement construct achieved 0.898, signifying excellent reliability, making it highly dependable for measuring involvement practices among SACCO staff.

Data Analysis

Table 2: Descriptive Statistics for Employee Involvement

Statement	Mean	Std. Dev.
Employees are involved in decision-making processes	4.12	0.73
Employees are empowered to make independent decisions	4.08	0.69
Teamwork and collaboration are encouraged	4.20	0.74
Management values employee opinions and suggestions	3.95	0.78
Employees are involved in problem-solving activities	4.10	0.70
Aggregate Mean	4.09	0.73

The descriptive statistics in Table 2 reveal that employee involvement within SACCOs in Garissa Township was perceived to be moderately high, with an overall aggregate mean of 4.09 and a standard deviation of 0.73. Among the statements, teamwork and collaboration scored the highest mean (4.20), suggesting that SACCOs strongly encouraged collective efforts and cooperation among employees. This reflects the importance placed on collaborative work environments, which are essential for improving service delivery in public transport cooperatives. Similarly, employee participation in decision-making (M = 4.12) and problem-solving activities (M = 4.10) also scored highly, indicating that employees felt

reasonably engaged in organizational processes. These results demonstrate that SACCOs adopted participatory practices to a considerable extent, ensuring that employees contributed to operational and strategic outcomes.

However, the relatively lower mean score of 3.95 for the statement on management valuing employee opinions highlights a gap in inclusivity. Although employees were engaged in decision-making and problem-solving, they perceived that their suggestions and contributions were not always fully recognized or appreciated by management. This suggests that while participatory structures exist, their effectiveness may be undermined if employee input is not adequately considered in final decisions. The relatively consistent standard deviations across all items (ranging between 0.69 and 0.78) indicate that employees shared similar perceptions about involvement practices, pointing to uniform organizational experiences. Overall, the findings emphasize the need for SACCO management to strengthen mechanisms for valuing employee input, which would further enhance morale, trust, and commitment within the workforce.

Table 3: Correlation between Employee Involvement and Performance

Variable	Employee Performance
Employee Involvement	r = 0.623, p < 0.01

The results in the table indicate a strong and statistically significant positive relationship between employee involvement and employee performance (r = 0.623, p < 0.01). This means that higher levels of

employee involvement such as participation in decision-making, empowerment, and teamwork are associated with higher levels of performance, including efficiency, service quality, and customer satisfaction. The correlation coefficient of 0.623 suggests a substantial association, implying that as employees feel more engaged and included in organizational processes, their motivation and productivity improve. The significance level ($p < 0.01$) further confirms that the relationship is not due to chance, underscoring the critical role of participatory management practices in enhancing workforce output in SACCOs.

Table 4: Regression Analysis

Model	R	R ²	Adjusted R ²	Std. Error	Sig. (p)
1	0.623	0.388	0.386	0.421	0.000

4.0 Results and Discussions

The regression outputs given in the table show that there is a considerable positive correlation between employee involvement and employee performance as indicated by a correlation coefficient of ($R = 0.623$). The coefficient of determination ($R^2 = 0.388$) indicates that employee involvement can explain 38.8 percent of the variance of employee performance, whereas the adjusted R^2 (0.386) denotes the strength of the model in view of the possible sample bias. The standard error of 0.421 indicates that the level of the prediction error is moderate and the value is acceptable in social science studies. More importantly, the p-value ($p = 0.000$) shows that the model is statistically significant at 0.05 level and therefore, employee involvement is an excellent predictor of performance consequences in SACCOs. It further means that the importance of participatory practices (decision-making, empowerment, and teamwork) has a significant and considerable effect on the improvement in the efficiency of work, the quality of services, and overall organizational performance.

The results of this regression analysis are in line with past studies that emphasise the major role played by employee engagement in increasing organisational performance. An example is that of Wabomba (2021) who also established the positive effect of participatory decision-making and consultation practices in creating high efficiency and service delivery characters among employees in cooperative organizations within Kenya. In the same breadth, Kuria, (2017) added that the delegation of authority

and empowering of employees enhanced performance results and organizational commitment in various sectors. Moreover, Njoroge and Kibera (2020) stressed that the inclusion of employees in strategic activities advanced the morale and the minimization of turnover intentions that promoted the productivity of Kenyan firms. In addition to Kenya, Nkosi and Ndlovu (2021) in their South African research also have confirmed that an inclusive management approach empowers employee engagement and its accountability, which enhanced customer satisfaction and service quality. The above findings suggest that the results of the present work are consistent with the overall evidence that employee involvement has high observed variance and continuously performs the same functions across different organizational and socio-economic settings.

Results

The descriptive analysis revealed that employee involvement among SACCO employees in Garissa Township was moderately high, with an aggregate mean score of 4.09. Respondents strongly agreed that teamwork and collaboration were encouraged within their organizations, while they moderately agreed that management valued their contributions in decision-making. These findings suggest that participatory practices are present in the SACCOs, but opportunities remain to enhance inclusivity by integrating employees more consistently into both operational and strategic decision-making processes.

Further, correlation analysis established a strong and statistically significant positive relationship between employee involvement and employee performance ($r = 0.623$, $p < 0.01$). This indicates that employees who felt actively engaged in decision-making, teamwork, and empowerment reported higher levels of performance, such as improved service quality, timeliness, and customer satisfaction. The high correlation indicates the essentiality of participatory practices as a major course in ensuring not only efficiency in the organization but delivery of customer-focused services within the transport industry.

Regression analysis brought forth additional confirmation of the predictability of employee involvement as a determinant of performance outcomes. Findings indicated that the variance in employee performance could be attributed to employee involvement (38.8 percent). This implies that participation practices have a significant impact

on employee efficiency, morale and output. Such evidence shows that inclusive leadership and participatory management are not only desirable but necessary in increasing the productivity levels in a company and maintaining human workforce allegiance in SACCOS in Garissa Township.

Comparing these results to the existing body of literature, these findings are similar to what Wabomba (2021) and Kuria (2017) found by establishing an important impact of employee consultation, delegation, and involvement in decision-making on the way to improve organizational outcomes in various industries. Simultaneously Njoroge and Kibera (2020) identified participatory human resource practices in Kenyan organizations boosted the morale of the staff members as well as service provision whereas Nkosi and Ndlovu (2021) reported the same in-service industries in South Africa. The combination of these studies further supports the statement that workforce participation is a universal contributor of organisational success and occurs regardless of various socio economic and cultural settings.

Discussions

Conclusions and Recommendations

The results of the present research illustrate the crucial importance of participatory leadership in increasing employee performance in SACCOS. Employee participation was observed to enhance accountability, teamwork and a sense of ownership, a factor that has immensely helped the business to be performed at better levels. Workers that were involved in operational decision-making felt a stronger sense of ownership toward the end results, which rewarded the work directly by elevating the level of efficiency and quality of service. This indicates that not only do participatory practices form trust but also lead to real benefits in an organization, especially in sectors like those that involved services.

Besides, the findings indicate that employees with autonomy can be more innovative and solve various problems, which is considerably increased by additional autonomy. In unstructured work environments like in public transportation where the problems faced are normally unpredictable, all forms of decentralized authority and effective feedback allow employees to be dynamic, and in situations propose innovative solutions. SACCOS that adopted these practices were seen to record better performance outcomes thus implying that the strength of an

organization resides in its empowerment and inclusion.

The paper has also pointed out the good relationship between employee participation and workforce consistency. All-inclusive human resources were evidenced to enhance morale, decrease the rate of absenteeism and capable of minimizing turnover by making the employees feel appreciated and consulted hence part of the organization. When employees feel that their input is important, they are less likely to leave and hence raise the rate of retention and organizational output. This strengthens the argument that participatory leadership is not just a management approach, but it is a strategic mechanism of maintaining performance in cooperative organisations. Comparing the outcomes of the study with the existing literature, it is possible to state that its findings were consistent with the research conducted by Ontiri (2019) according to whom employee engagement contributed substantially to service delivery in Kenyan organisations. Similarly, another study by Mwandishi et al. (2018) discovered that participatory methods enhanced the performance of the public servants because of ownership and accountability. These equivalences show that participatory management concepts are neither sociological nor governmental concepts and they can also be applied in transport cooperatives like SACCOS as they have a distinct socio-economic environment. The evidence confirms that the idea of viable practices to facilitate inclusivity across various fields is inarguably worth supporting with positive organizational results, thus, reinforcing the argument about the participatory human resource strategies as a cross-field best practice.

5.0 Conclusions

The study concluded that employee involvement has a significant and positive influence on employee performance in public service bus SACCOS in Garissa Township. Involvement through decision-making, teamwork, and empowerment enhances accountability, morale, and productivity. SACCOS that value employee opinions and encourage collaboration achieve higher levels of service delivery, customer satisfaction, and operational efficiency.

Additionally, the study established that employee involvement is a strong predictor of workforce outcomes, accounting for nearly 40% of performance variance. This indicates that participatory practices are

not merely supportive but central to SACCO success and sustainability.

Recommendations

Based on the findings of the study, several actionable recommendations are proposed to strengthen employee involvement and enhance performance within SACCOs. These recommendations are directed at both organizational management and policymakers to ensure that human resource practices foster greater participation, trust, and accountability among employees. By institutionalizing participatory approaches and aligning them with regulatory frameworks, SACCOs can create an enabling environment that promotes innovation, commitment, and sustainable growth.

- i. SACCOs should institutionalize participatory decision-making structures to ensure employees contribute to both strategic and operational decisions.
- ii. Management should enhance feedback and communication mechanisms to strengthen employee trust and morale.
- iii. Employee empowerment through delegation and autonomy should be prioritized to encourage innovation and accountability.
- iv. Policymakers and SACCO regulators should integrate participatory HRM practices into sectoral guidelines to ensure consistency across organizations.

Suggestions for Further Research

Future studies should explore the long-term effects of employee involvement on organizational sustainability through longitudinal research. Additionally, qualitative approaches could provide deeper insights into employee perceptions, organizational culture, and barriers to effective participation in SACCOs. Comparative studies across counties could also enrich understanding of contextual differences.

References

Armstrong, M., & Taylor, S. (2020). *Armstrong's Handbook of Human Resource Management Practice* (15th ed.). Kogan Page.

Boxall, P., & Purcell, J. (2016). *Strategy and Human Resource Management* (4th ed.). Palgrave Macmillan.

Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.

Davies, A., & Brown, P. (2023). Employee participation and organizational culture in UK SACCOs. *International Journal of Human Resource Studies*, 13(2), 67–82.
<https://doi.org/10.5296/ijhrs.v13i2.19983>

Field, A. (2018). *Discovering statistics using IBM SPSS statistics* (5th ed.). SAGE Publications.

Krosnick, J. A., & Presser, S. (2010). Question and questionnaire design. In J. D. Wright & P. V. Marsden (Eds.), *Handbook of survey research* (2nd ed., pp. 263–314). Emerald Group Publishing.

Kuria, S. (2017). Influence of employee participation on performance of public healthcare institutions in Kenya. *Journal of Human Resource and Leadership*, 5(2), 45–59.

Likert, R. (1967). *The Human Organization: Its Management and Value*. McGraw-Hill.

McGregor, D. (1960). *The Human Side of Enterprise*. McGraw-Hill.

Mohamed, A., & Ali, H. (2022). Human resource practices and employee performance in Garissa SACCOs. *Kenya Journal of Management Research*, 9(1), 101–114.

Mwandihi, S., Iravo, M., & Sakwa, M. (2018). Employee participation and performance of public servants in Vihiga County, Kenya. *International Journal of Management and Commerce Innovations*, 6(1), 135–145.

Njoroge, S., & Kibera, F. (2020). Influence of employee involvement on organizational performance of firms in Kenya. *International Journal of Business and Social Science*, 11(2), 45–54.
<https://doi.org/10.30845/ijbss.v11n2p5>

Nkosi, T., & Ndlovu, M. (2021). Employee participation and organizational performance in South African service industries. *African Journal of Human*

- Resource Management*, 9(1), 112–124.
<https://doi.org/10.4102/ajhrm.v9i1.132>
- Ontiri, J. (2019). Employee participation and service delivery in Nairobi Water and Sewerage Company. *Journal of Public Administration and Policy*, 7(2), 88–100.
- Resnik, D. B. (2018). *The ethics of research with human subjects: Protecting people, advancing science, promoting trust*. Springer.
- Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. *International Journal of Medical Education*, 2, 53–55.
<https://doi.org/10.5116/ijme.4dfb.8dfd>
- Wabala, R., Musyoka, J., & Muturi, W. (2019). Employee orientation and performance in Kenyan SACCOs. *International Journal of Economics, Commerce and Management*, 7(10), 146–161.
- Wabomba, J. (2021). Participatory leadership and employee performance in cooperative organizations in Kenya. *Journal of Management and Strategy*, 12(3), 67–76.
<https://doi.org/10.5430/jms.v12n3p67>
- Yamane, T. (1967). *Statistics: An introductory analysis* (2nd ed.). Harper and Row.