



**RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND EMPLOYEE PRODUCTIVITY IN THE HORTICULTURE SECTOR IN KENYA, A CASE OF KARUTURI FLOWER COMPANY**

<sup>1\*</sup>KULUNDU, Andrew & Dr. WERE Susan<sup>2</sup>

<sup>1</sup>Jomo Kenyatta University of Agriculture and Technology, Kenya

*\*Email of corresponding author: sakarikulundu@yahoo.com*

<sup>2</sup>Lecturer, Jomo Kenyatta University of Agriculture and Technology, Kenya

**ABSTRACT**

Many organizations emphasize the quid pro quo exchange of monetary payment for the performance of concrete tasks. Investigation of justice and its characteristics in organizational performance may reveal that justice is an inseparable requirement for the survival of an organization. In this regard, this study seeks to establish the relationship between organization justice and employee productivity in the horticulture sector in Kenya with references to Karuturi Flower Company. This study adopted a descriptive survey. The populations for this study were 600 employees in Karuturi Flower Company head office. A sample of 10% of the total population was used, consisting of 60 respondents which constituted the sample population for the study. Data was collected using structured questionnaires. Data was collected, tabulated and analyzed for purpose of clarity, using SPSS version 21 software. Data was presented using tables, to make them reader friendly. In addition, a multiple regression was used to measure the quantitative data and was analyzed using SPSS. From the findings the study found that remuneration affects employee productivity in horticulture sector in Kenya to a great extent. The study also revealed that good interpersonal relations with supervisors, flexible work schedule and tools and equipment and personal protective equipment were very important in employee productivity in the horticulture sector in Kenya. Employee relations and employee voice were also found to have positive influence on productivity in horticultural sector. It was further revealed that improved employee relations can lead to higher productivity. To achieve these standards the management needs to share the company's strategic goals to employees, listen to the employees carefully, encourage teamwork among the employees and provide incentives..

**Keywords:** organizational justice, employee productivity, fairness, job performance, horticultural sector

**INTRODUCTION**

Organizations are social systems where human resources are the most important assets for effectiveness and efficiency. Job performance and job satisfaction are considered key variables that can influence the organization performance. In highly competitive environment, global businesses must strive to identify factors that influence the employee's performance and job satisfaction. One factor is organizational justice, that is, individual's perception of the fairness of treatment received from an organization and their behavioral reactions to such perceptions (Fernandes and Awamleh, 2006).

Employees tend to feel more satisfied when they feel they are rewarded in a just manner for the work done by making sure these rewards are for genuine contributions to the organization and are consistent with the reward policies. The reward could include a variety of benefits and prerequisites other than monetary gains. Employees with higher job satisfaction feel important as they believe that the

organization will have tremendous future in the long run and would care about the quality of their work; therefore, they get more committed to the organization with higher retention rates and tend to have higher productivity (Fatt et al., 2010).

Organizational justice is one of the factors that may affect employee productivity. Justice is a socially-embedded concept involved in most aspects of life. Research on organizational justice may potentially account for many variables pertaining to the outcomes of organizational behavior. Organizational justice is the degree to which the employees feel that rules, procedures, reward and organizational policies are fair enough towards them (Bies, 2001). Specifically, employees' perception of equity and fair behavior may affect other relevant factors as well. In humanities, justice is considered as a construct developed in the atmosphere of social relations. In a specific approach, once a behavior is considered as fair, most people tend to perceive it as a just behavior. In fact, the terms 'fairness' and 'justice' can be used interchangeably (Cropanzano, 2003). Over the last thirty years, research on organizational justice has considerably increased so that many laboratory and field studies have addressed this issue especially in North America and Western Europe (Boss, 2003). However, this appears to have received little attention in Africa.

Karuturi (K) Flower Company is a subsidiary of the Karuturi Global Limited which is the world's largest producer and exporter of cut roses with operations spread across Ethiopia, Kenya and India. Incorporated in 1994, its farmlands, spread over an area of 250 hectares under Greenhouse cultivation, produce about 500 million rose stems annually (Ariana, 2010). Having established a strong presence in floriculture, the company is now in the process of broad-basing its portfolio to become an integrated agri-products company with a global presence. In Kenya, Karuturi Flower farm employs over 1400 employees and hundreds others as casuals.

Flower farms have long been a key employer in Kenya, providing jobs in areas where there are few other alternatives and ensuring a valuable source of export revenue for the country. Many flower farms in Kenya are in existence because they want to make profits. To this end, these organizations do anything possible to maximize profits, regardless of whether they are being fair in the process. In the horticulture sector, workers are not paid fairly. Some are even denied leave and so have to work throughout the year without rest. There are also numerous cases of employees working overtime with no extra pay.

Also, some flower companies do not pay their workers on time. Others do not pay at all. Workers are subjected to very poor working conditions. Employee relations in the sector are greatly severed. In addition, employees are not involved in any decision making processes and are not allowed to join unions. This is despite the fact that the employees work tirelessly to make the sector one of Kenya's largest foreign exchange earner (Butcher, 2005). As a result, numerous strikes have been reported in the industry. In August 2013, more than 3,000 flower farm workers down tools over pay, employees at Karuturi farm had abandoned duties after the company failed to remit the dues on time. The company is said to be going through a financial crisis, with power and water at the workers' housing unit having been disconnected due to the outstanding bills (Daily Nation; August 4th, 2013).

In 2012 December the Kenyan parliament discussed a proposal for wage rise for flower farm workers by 100% (RoK, 2012). According to the RoK (2012) there was need to amend Section 47 of the Labour Institutions Act of 2007 to raise the minimum wage of certain categories of workers in the country's agricultural and floricultural sector from the current Sh3,765 to a consolidated salary of Sh10,000, about 166 per cent increase. In the floriculture industry there are many cases of workers being exposed to harsh working conditions handling chemicals and in cold rooms in various farms (RoK, 2012).

Extremely low wages to employees in the horticulture sector come with a negative impact on their productivity. This is because they are not motivated enough to carry on with their duties. Workers end up utilizing their time doing some other economic activities when they are supposed to work, thereby eating in to the work hours. This definitely impacts negatively on the industry's overall performance. Working all year round without leave has got negative ramifications on the health of the workers. The workers need a work-life balance so as to also take care of other needs arising outside work. Failure to pay

workers their dues is unfair to the workers (Lyon, 2010). When employees are not allowed to participate in decision making process, they feel agitated. They feel left out of the entire system and so they will not be happy with all the decisions made without their input.

These problems in the industry affect the wellbeing of the workers. They also affect their families in general. For instance, failure to pay workers means that they cannot put food on the table. Their children cannot go to school. At the end of the day, these problems affect the entire horticulture sector because the workers are not productive. It is against this background that this study was carried out to find out the relationship between organizational justice and employee productivity in the horticulture sector in Kenya. The general objective of the study was to establish the relationship between organizational justice and employee productivity in the horticulture sector in Kenya with reference to Karuturi Flower Company. The study sought;

- i. To find out the effects of remuneration on employee productivity in the horticulture sector in Kenya.
- ii. To establish the effects of employer-employee relations on employee productivity in the horticulture sector in Kenya.
- iii. To find out the effects of working conditions on employee productivity in the horticulture sector in Kenya.
- iv. To examine the effects of employee voice on employee productivity in the horticulture sector in Kenya.

In summary, organizational justice is a key issue for understanding organizational behavior (Bos, 2002). Cremer (2005) described organizational justice as a dominating theme in organizational life. Much of this attention to justice is because of the important work-related consequences that have been linked to employees' perceptions of fairness within organizational contexts (Johnson et al, 2006), such as job satisfaction, organizational performance, and employee performance/productivity.

It is generally agreed that work-related outcomes, the procedures that determine those outcomes, the provision of employee voice, working condition, remuneration and employee relations has an impact on employee productivity. This study seeks to determine the relationship between organizational justice (employee voice, working condition, and remuneration and employee relations) and employee productivity in the horticulture sector in Kenya.

## **Theoretical Review**

### ***Herzberg Theory***

According to Fredrick Herzberg, (1966/1977), motivating factors act as a source of job satisfaction. Adequate provisions of such factors make people happy on their jobs, because they serve man's basic needs for psychological growth, and also motivate people on their work; such factors are called motivators by Herzberg. According to Cole, (2007) Fredrick Herzberg refers to motivational factors based on the individual need for growth and advancement opportunities. For the employee, learning new skills and advancing their career is important (Spiro, 2010), as they are motivated by a desire to enhance their professional skills in order to remain marketable (Sayer, 2007). This theory explains the effects of remuneration on employee productivity in the horticulture sector in Kenya.

### ***LMX Theory of Organizational Justice***

LMX theory states that, because of limited resources and lack of time to devote to each employee, the leader has an opportunity to develop a close social interaction or exchange with only a few essential subordinates (the in-group). This interpersonal social exchange matures and stabilizes into a dyadic relationship (Liden and Graen, 1980). Employees not in these special relationships are classified as the out-group.

Organizational justice is concerned with the ways in which employees determine whether they have been treated fairly in their jobs and the ways in which those determinations influence other work-related variables (Moorman, 2011). Recent studies in this area delineated two types of organizational justice:

distributive and procedural (Skarlicki and Folger, 2007). Procedural justice is often considered to have two related dimensions: formal procedure and interactional justice. Formal procedure refers to a company's rules, regulations, or policies that guide supervisors' decision making. Interactional justice is the perceived fairness of the treatment received in the enactment of formal procedures or in the explanation of those procedures (Tyler and Bies, 2010).

#### ***Social Exchange Theory***

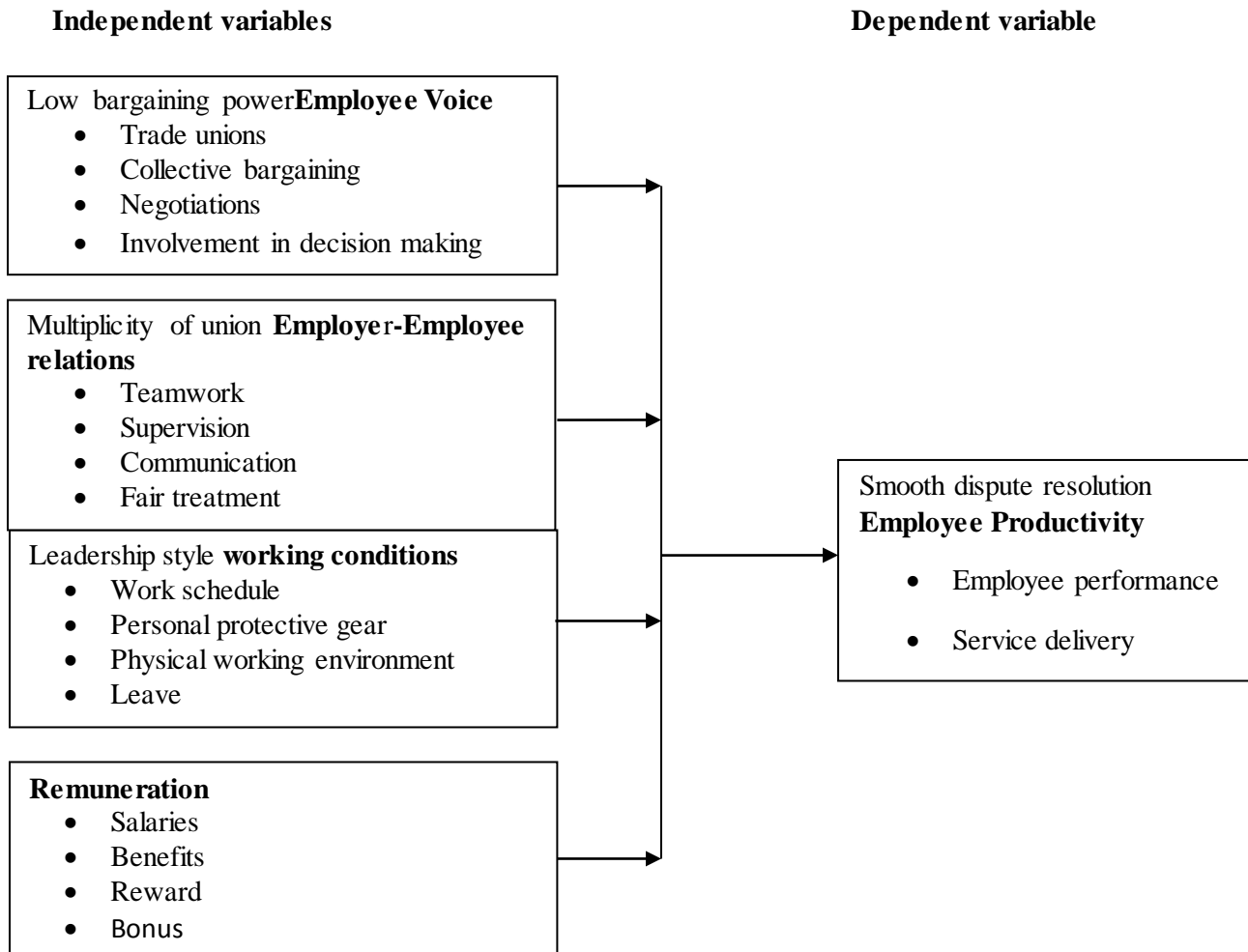
Social exchange theory evolved from Thorndike's (1932, 1935) work on the development of reinforcement theory and Mill's (1923) marginal utility theory. Modern-day influences have been derived from the work of sociologists such as Homans (1950, 1961), Blau (1964), and Emerson (1972). The model that emerges to explain social exchange theory is comprised of five central elements: Behaviour is predicated upon the notion of rationality. That is, the more behaviour results in a reward, the more individuals will behave that way. However, the more an individual receives a reward, the less valued it becomes, and the individual seeks alternative rewards through other behaviours or from other sources. The relationship is based on reciprocation. That is, each individual in the relationship will provide benefits to the other so long as the exchange is equitable and the units of exchange are important to the respective parties. An exchange between two individuals must be seen as fair by both for the relation to continue, or at least to continue as strongly. These points out that it is not only important to respond fairly, but also with an item deemed to be important by the other person. Social exchange is based on a justice principle. In each exchange, there should be a norm of fairness governing behaviour.

#### ***Equity Theory***

The major structural components of equity theory are inputs and outcomes. Inputs are described as what a person perceives as his or her contributions to the exchange, for which he or she expects a just return (Adams, 1965). Outcomes are described as the rewards an individual receives from the exchange, and can include such factors as pay and intrinsic satisfaction (Cohen & Greenberg, 1982). In summary, Adams's equity theory (1965) focused on the reactions to unfair outcomes. If an outcome is believed to be inappropriate relative to some standard, then the individual is likely to experience distributive injustice (Cropanzano & Greenberg, 1997).

#### **Conceptual Framework**

Conceptual framework is a scheme of concept (variables) which the researcher operationalizes in order to achieve the set objectives, (Mugenda & Mugenda, 2003). A variable is a measured characteristic that assumes different values among subject, (Mugenda & Mugenda, 2003). Independent variables are variables that a researcher manipulates in order to determine its effect of influence on another variable. Kombo & Tromp (2006) states that independent variable also called explanatory variables is the presumed change in the cause of changes in the dependent variable; the dependent variable attempts to indicate the total influence arising from the influence of the independent variable (Mugenda & Mugenda, 2003). The independent variables in this study are remuneration, working conditions, employee relations and employee voice whereas the dependent is the employee productivity in the organization (Figure 1).



**Figure 1. Conceptual Framework**

**Research Gap**

Among the most important procedures to which people face in organizations, one can point out performance appraisal, employment procedures, promotion/award trends and procedures on addressing to complaints and organizational conflicts (Cropanzano et al, 2007). Embracing fairness in these processes can determine an organization’s success. It is quite evident that most institutions do not adhere to the tenets of justice when handling the affairs of their employees (Cropanzano; 1998).

Injustice and unfair distribution of organizational achievements and outputs weaken employees’ morale and mitigate their efforts (Ghafuri and Golparvar, 2009). Perceiving organizational unfair treatment by people leads into morale reduction, turnover, job leaving and even contradictory to organization (Kohlmeyer & Parker, 2005).

Organizational justice feeling can help employees to forecast and control their behaviors on work and to keep high morale and ethical standards in their workplaces (Choi, 2011). Therefore, a major task of

management is to retain and develop just behaviors of managers and justice feelings among staff. Organizational justice has both mental and behavioral ramifications (Maureen, 2002: 803-812). In the horticulture industry for instance, numerous issues have been raised regarding how employees are paid, the working conditions and even the way they are harassed by top management.

All these problems have a negative impact on the workers and the sector in general. Justice processes play an important role in any given organization, and the way employees are treated in organizations may impact on employees' beliefs, feelings, attitudes and behavior (Pourezat & Gholipour, 2007). This study will be able to fill the mentioned gaps by coming up with recommendations that shall address the problems in the horticultural sector of Kenya.

## **RESEARCH DESIGN AND METHODOLOGY**

This study adopted a descriptive study. A descriptive research help the researcher to collect data in order to know the current status of the phenomenon (Kothari; 2004). Therefore, descriptive research design was appropriate for this study. The target population for this study was workers who are working in the flower farms. The study population was farm workers of Karuturi Flower Farm in Naivasha. There were 600 workers in the flower farm. A total of 60 respondents, which constituted 10% of the population were involved in this study.

Data was collected using structured questionnaires. Structured questionnaires refer to questions which are accompanied by a list of all possible alternatives from which the respondents select the answer that best describe their situation, (Mugenda & Mugenda, 2003). Structured questions are easier to analyze since they are in the immediate usable form, (Orotho and Kombo, 2002). The questions in the questionnaires shall help to retrieve attitude, values, feelings and even emotions of the respondents. The researcher administered the questionnaires individually to all respondents of the study. The study exercised care and control to ensure all questionnaires issued to the respondents were received and to achieve this, the study maintained a register of questionnaires, which were sent, and retrieved. The questionnaire was administered using a drop- and- pick- later method.

Data was collected, tabulated and analyzed for purpose of clarity, using the Statistical Program for the Social Sciences, commonly referred to as the SPSS software. SPSS is a computer program used for statistical analysis and has the ability to handle statistical presentation with array of formulae for ease of interpretation. The analyzed data was presented using tables, to make them reader friendly. Regression analysis was used to measure the quantitative data and will be analyzed using SPSS.

Aspects of organizational justice X (independent variables) and employee productivity Y (dependent variable) were measured. Regression analysis is a statistical process for estimating the relationships among variables (Mugenda & Mugenda; 2003). Multiple regression analysis is a statistical method utilized to determine the relationship between one dependent variable and one or more independent variables (Hair et al., 2010).

### **Data Analysis**

Descriptive and inferential statistics was used to discuss the findings of the study. The study targeted a sample size of 60 respondents from which 54 filled in and returned the questionnaires making a response rate of 90%. This response rate was satisfactory to make conclusions for the study.

### **Reliability Analysis**

Reliability of the questionnaire was evaluated through Cronbach's Alpha which measures the internal consistency. Cronbach's alpha was calculated by application of SPSS for reliability analysis. The value of the alpha coefficient ranges from 0-1 and may be used to describe the reliability of factors extracted from dichotomous and or multi-point formatted questionnaires or scales. A higher value shows a more reliable generated scale. Cooper & Schindler (2008) has indicated 0.7 to be an acceptable reliability coefficient. Table 1 shows that working condition had the highest reliability ( $\alpha=0.871$ ) followed by employee relation

( $\alpha=0.814$ ), then remuneration ( $\alpha = 0.791$ ) and employee voice ( $\alpha=0.783$ ). This illustrates that all the four scales were reliable as their reliability values exceeded the prescribed threshold of 0.6.

**Table 1. Reliability Coefficients**

Scale	Cronbach's Alpha	Number of Items
Remuneration	0.791	6
Working condition	0.871	10
Employee relation	0.814	6
Employee Voice	0.783	6

## RESULTS AND DISCUSSION

### Organization Justice and Employee Productivity

**Table 2. Statements relating to organizational justice**

Item statement	Strongly Agree	Agree	Moderate	Disagree	Strongly disagree	Mean	Standard deviation
Employee voice in the organization	0	0	14	26	14	3.98	0.20
Employee retrenchment in the organization	0	0	6	23	15	3.50	0.19
Employee relations in the organization	0	0	6	24	23	4.32	0.23
Employee remuneration in the organization	0	0	0	27	27	4.50	0.27

The study sought to determine the respondent's perception on the above statements relating to organizational justice. From the findings (Table 2) majority of the respondents disagreed that: Employee remuneration in the organization was fair as shown by a mean of 4.50, there existed conducive Employee relation in the organization as shown by a mean of 4.32, the study also established that respondents disagreed that employee voice was being recognized as shown by a mean of 3.98, and that the retrenchments were always done in a fair manner as shown by a mean of 3.50. All the cases were supported by a low mean which implies that respondents were of similar opinion.

### Remuneration and Employee Productivity

**Table 3. Effects of remuneration on employee productivity in the organization**

Opinion	Frequency	Percentage
Yes	33	55.6
No	27	44.4
Total	54	100

The study sought to establish whether remuneration affects employee productivity in horticulture sector in Kenya. From the findings in Table 3, 55.6% of the respondents agree to that remuneration affects productivity in horticultural sector whereas 44.4% of the respondents were of contrary opinion. This implies that remuneration influences productivity in horticultural sector. The study sought to determine

the extent to which remuneration affect the employee, productivity in horticulture sector in Kenya. From the findings 48.1% of the respondents indicated to a very great extent, 35.2% of the respondents indicated to a greater extent, while 16.7% of the respondents indicated to a moderate extent. This implies that remuneration affects employee productivity to a very great extent.

**Working Conditions and Productivity**

**Table 4. Description of working conditions in the organization**

	Frequency	Percentage
Poor	30	55.6
Fair	20	37.0
Good	4	7.4
Total	54	100

The study requested the respondents to describe the working conditions in the organization they worked in, from the finding, 55.6% of the respondents described the current working conditions in their organizations as poor, 37.0% described the working conditions in their organizations as fair whereas 7.4% of the respondents described the working conditions within their organizations to be good, this implies that the working conditions in most of the horticultural organizations in Kenya not conducive.

**Table 5. Factors related to working conditions in terms of their importance**

Factors related to working conditions	Not important	neutral	Fairly important	Important	Very important	Mean	Std deviation
Tools & Equipment	0	0	0	9	45	4.83	0.36
Personal protective equipment	0	0	0	12	42	4.78	0.34
Flexible work schedule	0	0	0	9	45	4.83	0.36
Good interpersonal relations with supervisors	0	0	0	5	50	4.92	0.40

The respondents were requested to rank the above factors which relate to working conditions in terms of their fundamentality. From the findings (Table 5), respondents ranked the above factors as follows, good interpersonal relations with supervisors as shown by a mean of 4.91, flexible work schedule and tools and equipment as shown by a mean of 4.81, and finally personal protective equipment as show by a mean of 4.79, this implies that all the above factors were very fundamental for they formed work baselines and in the event of their deficit, employee performance will defiantly be affected.

**Employee Relations and Employee Productivity**

**Table 6. Effects of Employee relations on productivity in their organization**

	Frequency	Percentage
Yes	35	64.8
No	19	35.2
Total	54	100

The study sought to establish whether Employee relation affects the employee productivity in horticulture sector in Kenya. From the findings, 64.8% of the respondents agreed to the argument that, employee relations affects productivity in horticultural sector, whereas 35.2% of the respondents were of contrary



opinion, this implies that employee relations do influence employee productivity in horticultural sector (Table 6).

**Table 7. Extent to which employee relations affect the employee productivity**

	Frequency	Percentage
Very great extent	14	25.0
Great extent	31	56.7
Moderate extent	10	18.3
Total	54	100

The study sought to establish the extent to which employee relations affect employee productivity in horticultural sector. From the findings, as shown in Table 7, 56.7% of the respondents indicated to great extent, 25% of the respondents indicated to a very great extent whereas 18.3% of the respondents indicated to moderate extent, this implies that employee relations affects employee productivity in horticultural industry organization to great extent.

**Employee Voice and productivity**

**Table 8. Effects of employee voice on employee productivity in the organization**

	Frequency	Percentage
Yes	49	81.5
No	11	18.5
Total	54	100

The study sought to establish whether employee voice affects the employee productivity in horticulture sector in Kenya. From the findings 81.5 % of the respondents agree with statement that employee voice affects productivity in horticultural sector, whereas 18.5% of the respondents were of contrary opinion, this implies that remuneration influences productivity in horticultural sector (Table 8).

**Table 9. Extent to which employee voice affects the employee productivity**

	Frequency	Percentage
Very great extent	12	22.2
Great extent	38	70.4
Moderate extent	4	7.4
Total	54	100

The study sought to establish the extent to which employee voice affects the employee productivity in horticultural organization. From the findings as indicated in Table 9, 70.4% of the respondents indicated to great extent, 22.2% of the respondents indicated to a very great extent whereas 7.4% of the respondents indicated to moderate extent; this implies that employee voice affects the employee productivity horticultural organization to great extent

**Table 10. Statements relating to employee voice and productivity**

Statement	Strongly agree	Agree	Moderate	Disagree	Strongly disagree	Mean	Standard deviation
The employees in my organization are allowed to send their grievances direct to the general manager	0	0	3	20	32	4.53	0.26
The employees are allowed to give their suggestions regarding improvements	0	0	5	27	23	4.33	0.24
Employees are involved in decision making in the organization	0	0	6	23	25	4.35	0.23
The organization organizes social functions and meetings at the workplace where various issues are discussed	0	0	8	14	32	4.45	0.25

The study sought to determine the extent to which respondent agreement with the above statements relating to employee voice and productivity. From the finding as shown in Table 10, majority of the respondents strongly disagreed that, the employees in their organization are allowed to send their grievances direct to the general manager as shown by a mean of 4.53, others disagreed that the organization organizes social functions and meetings at the workplace where various issues are discussed as shown by a mean of 4.45. Employees are involved in decision making in the organization as shown by a mean of 4.35 and finally that the employees are allowed to give their suggestions regarding improvements as shown by a mean of 4.33. All cases were supported by a low mean which implies that respondents were of similar opinion. The study revealed that in order to enhance employee productivity, the management needed to introduce refresher sessions. This will enable employees develop competences in their work. The management needed also to develop clear human policies in order to create an atmosphere within which arising conflicts can be quickly resolved.

**Regression Analysis**

**Table 11. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.898 <sup>a</sup>	.806	.801	.19758

Adjusted R<sup>2</sup> which is termed as the coefficient of determination (Table 11) tells us how changes in employee's productivity in the horticulture sector varied with remuneration, working condition, employee relation and employee voice. According to the findings in table above, the value of adjusted R<sup>2</sup> is 0.801. This implies that, there was a variation of 80.1% of employee's productivity in the horticulture sector which varied with remuneration, working condition, employee relation and employee voice at a confidence level of 95%. R is the correlation coefficient which shows that there was a strong correlation between the study variable as shown by the correlation coefficient of 0.898.

**Table 12. ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.488	4	0.372	3.131	.048 <sup>b</sup>
	Residual	16.121	49	0.329		
	Total	17.609	53			

From the ANOVA statistics in Table 12 above, the processed data, which is the population parameters, had a significance level of 4.8% which shows that the data is ideal for making a conclusion on the population's parameter as the value of significance (p-value ) is less than 5%. The F critical at 5% level of significance was 3.131 since F calculated is greater than the F critical (Value = 2.021), this shows that the overall model was significant.

**Table 13. Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.833	.172		4.847	.000
Remuneration	.643	.082	.586	7.835	.000
Working condition	.232	.083	.246	2.806	.006
Employee relation	.162	.063	.223	2.583	.011
Employee Voice	.142	.082	.132	1.739	.034

From the finding in Table 13, the established regression equation was

$$Y = 0.833 + 0.142 X_1 + 0.643 X_2 + 0.232X_3 + 0.162 X_4$$

From the above regression model, holding remuneration, working condition, employee relation and employee voice to constant zero employee productivity in the horticulture sector would be at 0.833. It was established that a unit increase in employee remuneration would cause an increase in employee productivity in the horticulture sector by a factor of 0.142, a unit increase in working condition would lead to increase in employee productivity in the horticulture sector by a factor of 0.643, also a unit increase in employee relation would cause an increase in employee productivity in the horticulture sector by factors of 0.232, further unit increase in employee voice would cause an increase in employee productivity in the horticulture sector by factors of 0.162. At 5% level of significance and 95% level of confidence, remuneration had a 0.000 level of significance; working condition showed a 0.006 level of significance, employee relation had a 0.011 level of significance while employee voice showed 0.034 level of significance; hence the most significant factor is remuneration. Overall employee remuneration had the greatest effect on employee productivity in the horticulture sector, followed by working condition, then employee relation while employee voice had the least effect on employee productivity in the horticulture sector. All the variables were significant ( $p < 0.05$ ).

## CONCLUSIONS

From the findings the study found that remuneration affects employee productivity in horticulture sector in Kenya to a great extent, indicating that remuneration affects employee productivity in this industry. The study also showed that the current working condition in the organizations was poor. Good interpersonal relations with supervisors, flexible work schedule and tools and equipment and personal protective equipment were found to be very important in employee productivity in the horticulture sector in Kenya. It was further revealed that improved employee relations and employee voice can lead to higher productivity. To achieve these standards the management needs to share the company's strategic goals to employees , to listen to the employees carefully, encourage teamwork among the employees and provide incentives.. The study revealed that in order to enhance employee productivity, the management need to introduce and embrace unionization of employees and also have good communication channel between employee representative and the management.

## RECOMMENDATIONS

From the findings and conclusions the study recommends that the management of horticultural firms needs to recognize the contribution of the employees and urgently review employees' salaries, by

ensuring that employees' salaries match with the current economic status, this will assist in enhancing employee productivity.

The study recommends that the management needs to provide the necessary working tools and equipment all the safety equipment should be are put in place. Safety trainings should be conducted for all the employees and the company should show willingness to compensate employees in case of any losses. This will help to build and win employees trust and thus stimulate employee productivity.

In order to promote employee relations ,the management of horticulture firms needs start appreciate employee contribution in the organization and start sharing the company's strategic goals with employees , listening to the employees carefully, encouraging team wok among, providing incentives and also enhance employees career development .

The study also recommends that the management need to set up a communication channel through which employee's grievances can be heard, the management should carefully listen to grievances being raised and seek to address them effectively; this will make employees feel being recognized and promote their loyalty to the company.

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