

An Evaluative Study of Management Practices and the Effects on Employees Performance and Attitude

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ABSTRACT

This evaluative study investigated the relationship between management practices and their consequences on employee outcomes within selected faith-based organizations. By examining a diverse range of management practices, including communication flow, Participatory decision making of lower cadre of staff, putting people before paper work and equality in workplace. The research aimed to identify the direct consequences of the management practices on the employees in relation to their Job performance and attitude or feelings on the job. Utilizing quantitative methods, data were collected from surveys of 104 employees representing 85% response rate across the selected faith-based organizations in Kenya. The findings revealed specific pattern of management practices regarding communication flow, participatory decision making of lower cadre of staff, putting paper work before people and as well as revealed unclear denominational policies as the primary cause of Inequality in workplace and the various ways inequality is evident in the organizations. The findings also revealed that effective management practices enhance employee engagement and productivity, while the ineffective management practices affect employees' emotional and professional well-being. The study highlights the critical role of management in shaping workplace culture and suggests actionable recommendations for leaders to foster a more positive and productive work environment. Ultimately, this research contributes to a deeper understanding of how management practices affect employee performance and well-being, and organizational success.

Keywords:- Management Practices, Employee Performance, Employee Attitude, Faith-Based Organization.

INTRODUCTION

In many countries, faith-based organizations are regarded as social capital crucial for nation-building and sustainable human development. Thus, religious groups have led and supported the establishment of many faith-based organizations overseeing diverse development programs in the country. However, the workforce is the cornerstone of organizational success, embodying the essence of productivity and expertise. In light of their evolving dynamics and intricate attributes, employees must receive adept management to unlock their full potential. Effective management elements such as incentives, employee training, selective hiring, job security and self-managed team and decentralization that, when judiciously considered, can significantly enhance an organization's productivity and employee's performance (Anwar & Abdullah, 2021). Employee attitude and performance is also impacted by various other management factors such as work composition, communication, leadership style, managerial performance appraisals, and policies for staff adherence (Nguyen et al., 2020). Within Kenya, numerous studies have been done on how the deployment of these management practices relate to workers attitude and performance in various public aspects of the public sector like universities (Ongwae et al., 2018; Mahando & Juma, 2020), banking (Amugune, 2021) and even government ministries (Njagi & Muna, 2021).

However, the deployment of these management practices and how they relate to workers attitude and performance in in faith-based organizations may be different from the secular organizations. Faith-based organizations are religious, faith-inspired, or value-grounded organizations that focus very strongly on their faith or values basis and on the provision of services that look after the well-being of people, sometimes the

care of the soul, but also the well-being of body and mind. But weak organizational practices can undermine the work ethics of faith-based organizations. In this regard, Swala and Kyongo (2015) studied factors influencing employee motivation in Catholic Church owned institutions in Nairobi City County where they considered factors like compensation, working environment, communication and training. Karambu and Obuba (2023) study focused on Effect of Leadership in Strategic Planning on Performance of Faith Based Health Care Institutions in Meru County, Kenya. Within the Seventh-day Adventists in Kenya, which operate some entities like education and health, the closest study done on this aspect is on organizational factors and employees' Performance in publishing department of the Seventh – Day Adventist Church in Kenya. This study focused more on desk research on some areas such as employee characteristics, reward, organizational structure, motivation and leadership without depth in empirical approach (Moruri et al., 2020). Thus, there is not much empirical evidence of research studies on a combination of management practices such communication flow, participatory decision making of lower cadre of staff, putting people before paperwork and practices of equality and how they may affect employees performance and attitude in the faith-based organizations. This gap in literature underscores the need for comprehensive studies that explore the interplay between these organizational practices and employee outcomes.

Research Objective

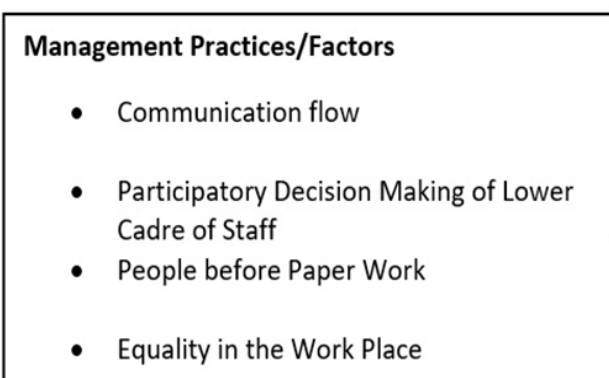
The general objective of the study was to assess and measure the management practices and the effect on employee in some faith-based organizations in Kenya. The specific objectives were:

1. To find out the pattern of management practices in the organizations in terms of: i. Communication flow ii) Participatory Decision Making of Lower Cadre of Staff, (iii) Putting paper work before people
2. To determine the cause, evidence and management responses to inequality in the organizations
3. To identify the direct consequences of the management practices on the employees in relation to their Job Performance and attitude or feelings on the job.

Conceptual Framework

The conceptual framework for this study is grounded in the interplay between management practices and its effect on employees within the sampled faith-based organization. It presents that management practices - specifically lack of communication and feedback, non-participatory decision making of lower cadre of staff, putting paper work before people, and inequality in the work place. This framework suggests that these management practices negatively affect employees performance in their given responsibilities and affect the employees behavior/reactions to achieve organizational goals. In contrast, effective communication and feedback, participatory decision making of lower cadre of staff, putting people before paper work, and equality in the work place are critical to inspire and motivate employees toward a shared vision, is linked to enhanced organizational commitment and innovation (Nawaz & Sardar, 2021, as cited by **Ngendahimana et al., 2024**).

Independent Variables



Dependent Variable

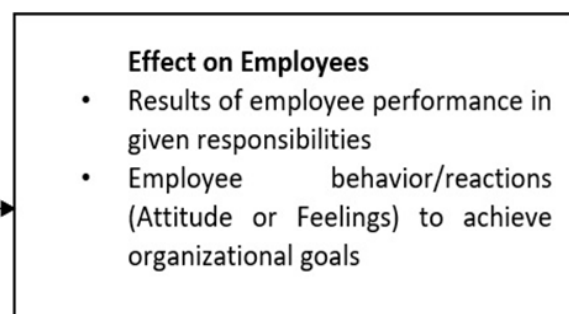


Figure 1. Conceptual Framework of the Study

LITERATURE REVIEW

Concept of Employee Performance

The term "performance" in Performance Measurement System (PMS) is a multi-dimensional concept comprising both outputs and outcomes. In this context, the "output" is the direct work, which has to do with what an employee must do to perform. The "output" represents a set of work activities categorized and assessed in a specific duty defined in the job description like productivity, quality, consistency and so forth (Ongwae et al., 2018). Output tends to establish the concept of productivity. Performance measurement in a business organization focuses on measuring and monitoring the processes that lead to the overall success of the organization and this may be achieved by the set standards of an organization (Salleh et al., 2011). Thus, In PMS, "outcome" focuses on the results of performance, which occurs when an employee engages in a behavior related to work output. Typically, outcomes are assessed from an employee's job description in terms of quality, efficiency, and productivity. This is aligned with output as it is related to the number of times an employee engages in work performance or behavior. It is important, therefore, for PMS in non-business organizations for management to adopt practices that promote the effectiveness of employees' work behavior and performance. They must ensure that people are motivated to behave in ways that are consistent with organizational goals.

Management Practices

The concept of management practices affecting employee performance or attitude is broad and includes a variety of concepts like motivation, leadership, environment, culture organization, work achievement, competence and compensation (Nguyen et al., 2020). These practices peculiar organizational elements that may be economic, social, or religious in nature. Employees require different needs, skills and orientation. Management culture such as leadership style and work environment may affect employees' attitude which could affect their perception of tasks and duties if management does not provide required and significant communication, task guidance, and conducive work environment (Bodla & Hussain, 2009). Such needs, according to (Jena, 2022) may even be spirituality since in this study, the employees are assumed to belong to institutions that share common traditions embodied in the Christian faith. Whether the Christian faith will be used to enhance employee attitudes and performance is a matter that would require management to manage, guide, and coordinate the function of performing duties within the constraints of a set of laws that guide the Christian way of life so that individual expectations are aligned with those of the organization. Organizations of a religious nature are expected to have an added religious factor leading to an increase in the spectrum of do's and don'ts compared to profit-making organizations. However, management practices play a crucial role in determining the level of productivity and satisfaction among employees. These practices can include communication flow, participatory decision making from lower cadre of staff, putting people paper work and work Equality. This literature surveys these concepts.

Communication Flow.

The communication process is of utmost importance in guaranteeing that employees are thoroughly informed and in sync with the objectives set forth by the organization. The presence of effective communication channels plays a crucial and pivotal role in ensuring that employees are well-informed and aligned with the overarching goals, vision, and mission of said organization. Conversely, ineffective communication can have adverse effect on both on organization and its employees (Pramanik, 2020, pp.23-34). Redhead (2021, pp.265-273), also affirms the importance of effective Communication in for realizing the Goals and Objectives of an organization. Hence, it is pivotal and vital to communicate effectively various elements such as strategic planning and execution factors, clear guidance, constructive feedback, to swiftly and promptly address emerging issues and challenges. It is imperative to establish and foster a supportive and inclusive communication culture that encompasses multiple channels and mediums, such as face-to-face interactions, team meetings, digital platforms, and electronic newsletters.

Participatory Decision Making

It is an indisputable and widely acknowledged fact that the intricate and multifaceted process of leadership

style which could be evident in decision-making within an organization has a profound and far-reaching impact on the performance of its esteemed and invaluable employees. Research further show that the efficacy and effectiveness of decision-making, particularly involving lower levels of staff and upper echelons of management, assume the utmost paramountcy in auguring and fostering heightened levels of employee performance (Hajiali, 2022; Karambu & Obuba, 2023). The pivotal and indispensable role that decision-making plays in the very fabric and essence of an organization cannot be overstated. It is a vital and indispensable cog in the well-oiled machinery that drives efficiency and effectiveness, ultimately leading to the enhanced performance of employees. Some scholars such as Dada et al. (2020) in their seminal work have also illuminated the profound impact that effective participatory decision-making exerts on the overall performance of employees within faith-based organizations. Thus, it is noted that the participatory decision-making possesses has an inherent power to shape and mold the attitude and performance of employees within an organization. By addressing this issue head-on, organizations can create a more conducive work environment that promotes consistent growth and optimal productivity. When employees participate in decision making, they feel valued, and empowered, they are more likely to perform at their best and contribute positively to the overall success of the organization.

Putting People Before Paper Work

Another management practice that can affect employee attitude and performance is prioritizing paperwork over people (Finzel, 2007). It is task more than people-oriented leadership. To elaborate further, when it comes to prioritizing paperwork, organizations often find themselves caught up in administrative tasks that take away valuable time and attention from the well-being and needs of their employees. These tasks could include excessive documentation, unnecessary meetings, and bureaucratic obstacles that hinder productivity. Danish observes that Paperwork before people mitigate leader's effective leadership and also negatively impacts building relationships, coaching team members, and fostering a positive work environment (Danish, 2020). This could affect employees' attitude and performance.

Work Place Equality

Equality at the workplace is another crucial factor that could affect employees' attitude and performance. Inequality can manifest in various forms, such as unequal opportunities for advancement, biased decision-making processes, or discrimination based on race, gender, pay inequality. For instance work place income inequality has been identified as social, political, moral, and macroeconomic problems in many nations (Tomaskovic-Devey, 2020). But it is noted that pay inequality for same job or when or organization does not have a recession can affect employee attitudes and performance (Smith, 2015; Bewley, 1990). Another study revealed that employees think that organizational structure, culture and policies are contributors to workplace discrimination. And these are evident in areas such as women's advancement opportunities, the hierarchical structure of the organization, and promotion policies and decision-making processes (Coninck & Verhulst, 2024).

METHODOLOGY

Research Design

The study adopted a descriptive quantitative survey design. The descriptive research design was utilized to allow the author comprehensively describe the current state of management practices within the organizations and how employees perceive their impact without necessarily establishing direct cause-and-effect relationships.

Study Population/Sample

The study focused on organizations that provide health, education, and social services. This group fits into the faith-based organizations category listed by the government of the Republic of Kenya. They are self-help and support groups, non-governmental organizations, missionary societies, church orders, voluntary associations of religious men and women providing education, health, and social services, other voluntary associations, and

religious institutions in Kenya. These faith-based organizations all offer unique ideas and suggestions contributing to accomplishing the core objectives of both the government and the organizations in the provision of services in Kenya. There are several faith-based organizations in Kenya. However, this study focused on selected Seventh-day Adventists own organizations in Kenya. The reason for choosing the Seventh-day Adventist organizations was because the Seventh-day Adventist church organizations are known to have unique organizational practices and workforce diversity. The sample size for this study consisted of 123 participants sampled from three service organizations. This number allowed the objectives of the research to be met. A purposeful sampling was used because only the middle to lower-level employees on regular and contract employment status who do not hold leadership positions were chosen to participate in the survey. Then, a simple random sampling was used to allow equal participation of selected group of employees.

Research Instrument/ Data Collection Methods

A structured online questionnaire with five sections was used to gather data from the respondents. Demographics information was covered in section A, the four variables of management practices and the effect on the employees were covered in section B to E. With this kind of study, questionnaires were the most effective tool for data collection. The questionnaire was developed based on what can be obtained in the literature. As well as sets of options from which respondents could choose that apply to their workplace. To ensure the validity and reliability of the research instrument, two content experts looked at the content and face value of the instrument for validity, while Cronbach Alpha value of 0.76 was used to assess the reliability of the instrument after a pilot test was conducted. Since the test result was above the acceptance point of 0.50, this implies that the instrument was reliable and good for data collection. The questionnaire was administered with the aid of Google Forms. A short link to the survey was distributed electronically to the employees' emails/WhatsApp. This was done with the help of five research assistants who are employees of the organizations that participated in the study. The respondents were told of the study's intent. Respondents were offered to remain anonymous in order to protect the respondents' right to privacy and they were also assured the confidentiality of their responses. One hundred and four (104) employees participated in the study reflecting the response rate of 85 percent.

FINDINGS & DISCUSSIONS

The study used descriptive statistics of frequency of occurrence and percentages of respondents to present findings. The study findings from the questionnaires provide baseline data on the how management practices and how they affect the employees within their organizations.

Table 1: Respondents Demographic Data

Demographic Items	Frequency	Percentage
104 Respondents		
Organization		
Education	63	60.6
Health Care	16	15
Social Services	25	24.1
Age Range		
25-35	25	24
36-45	37	35.6
46-55	30	28.8

56-65	12	11.5
Above 65	0	0
Gender		
Male	42	40.4
Female	62	59.6
Employment Status		
Regular	75	72.1
Contract	29	27.9
Highest Level of Education		
Postgraduate Degree	41	39.4
Bachelor's Degree	38	36.5
Diploma	17	16.4
Secondary Certificate	8	7.7
Length of Work in Organization (Years)		
1-5	27	26
6-10	37	35.6
11-15	16	15.4
16-20	11	10.6
21-25	7	6.7
26-30	4	3.8
Above 30	2	1.9

Table 1 above shows that 104 employees from organizations that offers educational, health care and social services participated in the study. Majority 37 (35.6%) of participants fall within the age range of 36 to 45 years. Additionally, 30 (35.6%) of participants reported their age to be between 46 and 55 years, while 25 (24%) fell in the range of 25 to 35 years. A smaller proportion, 12 (11.5%), indicated that they were between 56 to 65 years old. It's worth noting that this study encompassed a wide range of age groups, resulting in a dataset that is diverse and rich in information. Faith-based operational efficiency for organizational sustainability is usually gender-sensitive. This is confirmed in this study as 62 (59.6%) respondents were female while the rest 42 (40.4%) were male which shows a good representation of both genders. Further, 75 (72.1%) of the participants were of regular employment status while 29 (27.9%) were of contract status with diverse educational qualifications. 41 (39.4%) of the respondents possessed postgraduate degrees as their highest level of education. 38 (36.5%) possessed bachelor's degree, 17 (16.4%) indicated having a diploma, and 8(7.7%) stated that their highest educational attainment was at the secondary level. This diversity in educational backgrounds among the respondents underscores the comprehensiveness of the data collection process, which encompassed individuals from various educational backgrounds.

Additionally, the study explored the length of time the participants have worked within their organization. The

results demonstrated that the majority of the participants 37 (35.6%) had worked within the sectors for 6-10 years, 27 (26%) had worked for 1-5 years, 16 (15.4%) for 11-15 years, 11 (10.6%) had worked for 15-20 . while a few 7 (6.7%) had worked for 21-25 years, 4 (3.8%) for 26-30, and 2 (1.9%) had worked for above 30 years. The findings revealed a varying wealth of work experience among participants which showed the respondents are knowledgeable about the information they volunteered for this study.

Research Objective 1: To find out the pattern of management practices in the organizations in terms of: i. Communication flow ii) Participatory Decision Making of Lower Cadre of Staff, (iii) Putting paper work before people

Table 2: Results on Communication Flow

Items	Always	Sometimes	Rarely	Never
Leaders in my organization communicate goals, vision and objectives clearly, timely and effectively	41 (39.4)	53 (51)	9 (8.6)	1 (1)
Leaders in my organizational communicate work progress updates clearly, timely and effectively	35 (33.4)	52 (49.5)	15 (15.2)	2 (1.9)
My work responsibilities and expectations are clearly communicated to me	56 (53.8)	34 (32.7)	11 (10.6)	3 (2.9)
Management gives me enough feedback to understand if I am doing my job well	25 (24)	48 (46.2)	23 (22.2)	8 (7.6)
Communication flows within my team and with my manager effectively and timely	33 (31.7)	63 (60.6)	8 (7.7)	-

N = 104

The results on Table 2 demonstrates how often the practice of communication and flow from leaders/managers to their sub-ordinates. As revealed in the table ii, only the item on work responsibilities and expectations in which could be referred to as leaders providing the employees' with their job descriptions that a little above average of the participants 53.8% indicated is always clearly communicated. The majority of the respondents are of the option that the practice of communication and feedback from leaders/managers to their sub-ordinates in the aspects of effective and timely Communication flows with team and manager as indicated by 63 (60.6%) of the respondents, 53 (51%) respondents for clear, timely and effect communication of organizational goals, vision and objectives, 35 (33.4%) of the respondents on work progress updates and 48 (46.2) of the respondents on management providing enough feedback to help employees understand if they are doing their jobs well are sometimes. This imply inconsistent pattern of communication and feedback from leaders/managers to support their sub-ordinates in carrying out their tasks. This practice is though supported by Nouri (2021) who highlights that Leaders are sometimes left to practice poor communication when they are asked to hide details from staff. This however, can result in confusion and mistrust by employees if faith-based leaders routinely practice this type of workplace deception.

Table 3: Participatory Decision Making of Lower Cadre of Staff

Items	Always	Sometimes	Rarely	Never
Management emphasizes teamwork within the organization.	56 (53.8)	33 (31.8)	11 (10.6)	4 (3.8)
I feel comfortable communicating my ideas and concerns to my manager	44	41 (39.4)	17	2

and colleagues	(42.3)		(16.4)	(1.9)
I Feel my opinions matter at work	22 (21.2)	62 (59.6)	16 (15.4)	4 (3.8)
Leaders in my organization value the contribution of employees to the planning process	23 (22.1)	52 (50)	23 (22.1)	6 (5.8)
Leaders in my organization encourage the opinion and participation of employees in staff meetings	18 (17.3)	53 (51)	26 (25)	7 (6.7)
Leaders in our organization constantly get creative ideas for from all organizational members	18 (17.3)	50 (48.1)	28 (26.9)	8 (7.7)
My Management collaborate with workers to solve problems	25 (24.1)	59 (56.7)	15 (14.4)	5 (4.8)

N = 104

The results in table 3 revealed management practice in relation to participatory decision making of lower cadre staff in the organizations. The findings show that Management always emphasizes teamwork within the organization as indicated by 53.8% of the respondents. While on other items such as accepting employee's opinions at work (by 59.6% respondents), value the contribution of employees to the planning process (by 50% respondents), encourage the opinions and participations of employees in decision-making processes (by 51% respondents), constantly get creative ideas from all organizational members (by 48.1% respondents), and collaborating with workers to solve problems (by 56.7% respondents) are practiced sometimes. This imply that participatory decision making of lower cadre staff is not always the case for the faith-based organizations.

Table 4: Putting People Before Paper Work

Items	Always	Sometimes	Rarely	Never
The leadership team is sensitive to individual employees needs/feelings when making decisions	21 (20.2)	58 (55.8)	20 (19.2)	5 (4.8)
Leaders demonstrate that employees are important to organizational success by the way they respond to employees' problems/challenges.	28 (26.9)	54 (51.9)	17 (16.3)	5 (4.8)
I feel accepted and respected within my team	38 (36.5)	50 (48.1)	13 (12.5)	3 (2.9)
My management addresses employee's complaints about welfare and work facilities	28 (26.9)	51 (49)	21 (20.2)	4 (3.8)
Leaders/manager pay more attention to tasks accomplishment than employee's needs	70 (67.3)	21(20.2)	13 (12.5)	-

N = 104

The results in Table 4 revealed the management practice of putting people before paper work. The respondents reported, 55.8% on the item of leadership sensitivity to individual employees' needs/feelings when making decisions, 51.9% on leadership value for employees and intervention to their challenges, 48.1% on employees' sense of acceptance and respect, and 49% on management intervention to employee's complaints about welfare are practiced sometimes. On the contrary, majority of the respondents 70 (67.3%) indicated that the item that states that leaders/managers pay more attention to tasks accomplishment than employee's needs is

practiced always.

A closer look at the pattern of results on the management practices in the organizations as shown in the tables 2, 3 and 4 revealed that leaders/managers pay more attention to tasks related issues than on other employees concerns (needs/feelings) that will help them do their job well. Tasks results take priority over any other employee matter.

Research Objectives 2: To determine the evidence, cause, and management responses to inequality in the organizations

Table 5: revealed the responses of the participants about inequality in the work place.

Various ways inequality is evident in the organizations	Frequency	Percent
Selective Implementation of Organizational Policies	53	51
Hiring and Recruitment	48	46.2
Role Allocation	48	46.2
Promotion Process	46	44.2
Compensation	42	40.4
Harassments	13	12.5
Bullying	10	9.6
The primary cause of inequality the organization		
Denominational Policies	31	29.8
Educational Attainment	29	27.9
Race/Ethnic Loyalty	22	21.2
Promotion Process	14	13.5
Gender Discrimination in Remuneration	8	7.7
Management response to inequality in the organization		
Organization Has Equality Policies Addressing Hiring, Promotion and Remuneration	18	17.5
Organization has in place mechanisms of identifying and preventing unconscious bias (tendency to form wrong opinions, prejudice, stereotyping about people without relevant information)	15	14.6
Organization has mechanisms to support all staff and helping them to develop to full potential	28	27.2
None of the above policy or mechanisms to address/respond to inequality exists in my workplace	43	40.7

N = 104

Table 5 showed the results of the various ways inequality is evident in the organizations. A number of the

respondents Indicated that inequality in the workplace are mostly evident in selective implementation of organizational policies: 53 (51%), hiring and recruitment: 48 (46.1%), role allocation: 48 (46.2%), promotion process: 46 (44.2%) and compensation: 42 (40.4%). While harassments 13 (12.5%) and bullying 10 (9.6) are the least ways inequality is evident in the organizations.

Additionally, the respondents 31 (29.8) referred to the denominational policies as the primary cause of inequality in workplace while 29 (27.9) of the respondents referred to educational attainment and 22 (21.2%) referred to race/ethnic loyalty.

Further, on the same table 5 regarding Management response to inequality in the organization indicated that majority 43 (40.7%) of the respondents reported that there are no policies or mechanisms to address/respond to inequality that exists in my workplace. On the contrary, 18 (17. 5%) indicated that their organizations have equality policies addressing hiring, promotion and remuneration, and 15 (14.6%) are of the option that their organizations have in place mechanisms of identifying and preventing unconscious bias (tendency to form wrong opinions, prejudice, stereotyping about people without relevant information), While 28 (27.2%) reported that their organizations have mechanisms to support all staff and helping them to develop to full potential. These results revealed that the faith-based organizations are not free from the widespread rise of inequality practices (conscious or unconscious bias) that is found in the secular organizations.

Research Objectives 3: To identify the direct effect of the management practices on the employees in relation to their job performance and attitude or feelings on the job.

Table 6: revealed the various ways the management practices affect the employees on their jobs. The Respondents were allowed to indicate as many options that apply to their organization.

Lack of Communication Flow	Frequency	Percent	Rating
Decreased Productivity	45	43.3	1 st
Decreased Morale and Feeling of Undervalue Employees	44	42.3	2 nd
Conflicts Due to Misunderstanding Work Expectations	43	41.3	3 rd
Inadequate or Unclear Performance Evaluation for Personnel Growth and Development	41	39.4	4 th
Missed Deadline	38	36.5	5 th
Ineffective project development and work habits	33	31.7	6 th
Gossip and backbiting	32	30.8	7 th
Tardiness	11	10.6	8 th
Non- Participative Decision Making of Lower Cadre Staff			
Weakens Open Communication	65	62.5	1 st
Diminished employees Creativity and Initiative	51	49	2 nd
Decreased Productivity	47	45.2	3 rd
Complaints From Workers	47	45.2	3 rd

Indifference to Organizational Goals, Needs and Vision	37	35.6	4 th
Fosters Alienations and Disengagement	35	33.7	5 th
Putting Paper Work Before People			
Decreased Productivity	52	53.6	1 st
Unwillingness to Collaborate	42	43.3	2 nd
Alienation and Disengagement	41	42.3	3 rd
Stress	39	40.2	4 th
Distrust	31	32	5 th
Absenteeism	9	9.3	6 th
Inequality in Workplace			
Minimized Career Growth	40	38.5	1 st
Low Personal Engagement (Team Work, team events, social events, or even casual chats with co-workers)	39	37.5	2 nd
Employee Doing the Bare Minimum	38	36.5	3 rd
Compromising Competence	36	34.6	4 th
Higher Employee Dissatisfaction	36	34.6	4 th
Distrust	31	29.8	5 th
Indifference to Organizational Needs	30	28.8	6 th
Conflicts with Other Employees	26	25	7 th
High Employee Turnover	20	19.2	8 th

N = 104

The study also intended to establish how management practices of lack of communication flow; non-participative decision making of lower cadre staff; putting paper work before people; and inequality in a faith-based work place affect employees' attitude and job performance. Findings from the table 6 showed that ineffective communication adversely affects employee in several ways but majorly by decreased productivity as reported by 45 (43.3%), decreased morale and feeling of undervalue employees by 44 (42.3%) respondents and conflicts due to misunderstanding work expectations as indicated by 43 (41.3%) of the respondents. This agrees with the study done by Pramanik (2020) and Reidhead (2021) underscoring the importance of organizational communication as a motivating factor for employee's productivity. Further, it was reported that non-participative decision making of lower cadre employees has higher negative impacts on the respondents as it was reported that it weakens open communication 65 (62.5 %), diminishes employees' creativity and initiative 51 (49%), decreased Productivity 47 (45.2%) and complaints from workers 47 (45.2%). This finding also is confirmed by Karambu and Obuba (2023).

In the area of putting paper work before people, findings from the data collected on table 6 showed decreased productivity: 52 (53.6%), unwillingness to collaborate: 42 (43.3%) and alienation and disengagement: 41 (42.3%) as the highest-ranking effects. This also evident in the research of Danish (2023). Finally, on the

aspect of the effects of inequality in the work place on employees, evidences from the data showed that 40 (38.5%) of the respondents fear this could minimize their career growth and 39 (37.5%) perceive low personal engagement (team work, team events, social events, or even casual chats with co-workers). The third ranking effect was employees doing the bare minimum: 38 (36.5%) while the fourth ranked effects are compromising competence and higher employee dissatisfaction as indicated by 36 (34.6%) of the respondents. These findings are supported by the works of Coninck and Verhulst (2024).

CONCLUSION AND RECOMMENDATIONS

The study revealed the patterns of the management practices and how these practices affects the employee performance in given responsibilities and the employee behavior/reactions (attitude or feelings) to achieve organizational goals. It showed that the managers relationship with their subordinates is such that lay emphasis on items that relate to employee's responsibilities and job expectations. This suggests that the leaders/managers are more concerns or pay more attention to the employees carrying out their tasks than on employees' welfare that will help them do their jobs well. The study also revealed the various ways inequality is evident in the organizations and the respondents identified denominational policies as the primary cause of inequality in their organizations. Unfortunately, there are no clear policy or mechanisms to address/respond to the inequalities that exist in the workplace. The results showed the many negative effects of the management practices on employees' performance in given responsibilities and employees behaviors in the organizations. The Seventh-day Adventist faith-based organizations in Kenya can consider enhancing their management practices to better employee performance and work attitude. Therefore, the following recommendations are made:

The leaders of the organization should invest and prioritize in the improvement and maintenance of robust and open communication channels. And always providing employees with meaningful feedback that will empower them do their jobs well. Relationship between supervisor and employees should be good to enhance easy consultation and free flow of information in an organization.

To make employees feel part as stakeholders of the organization, leaders must always encourage employees at lower cadre to participate in decision-making so as to promote creativity and innovation. In order to develop the necessary skills and enhance quality decision making in the process, the lower cadre staff should be included to serve as members of some major or sub-committees in the organizations. This in turn will promote good attitude towards work to enhance productivity.

Recognizing the negative influence of overly paper work before people, the leaders should prioritize employee well-being and by fostering management culture that encourage continuous growth, foster relationships, coaching team members, and nurturing a positive work environment where individuals can thrive, excel, and reach their full potential.

Addressing the issue of inequality requires organizations to foster a culture of inclusivity, fairness, and equal opportunities. The studied organizations and other faith-based organizations' leaders/management can achieve this by revisiting the denominational policies and adjust its content to promote and improve equality in workplace.

The study suggests that additional research be conducted on factors that may be influencing the pattern of the management practices in the same organization focusing on the senior. management staff. Future research could benefit from empirical studies that investigate those management practices and the impact on the employee's retention.

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