

Effect of Employee Participation in Grievance Handling on Employee Commitment in the County Government of Tharaka Nithi, Kenya

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Abstract

Employee commitment is essential for organizational effectiveness because committed employees demonstrate stronger organizational attachment, higher motivation, improved service delivery, and greater willingness to contribute toward institutional goals. However, employee commitment within Kenya's devolved county governments continues to be weakened by limited employee involvement in grievance resolution and organizational decision-making. This study examined the effect of employee participation in grievance handling on employee commitment in the County Government of Tharaka Nithi, Kenya. The study was anchored on Social Exchange Theory and adopted a positivist research philosophy, quantitative research approach, and descriptive and explanatory research design. The target population comprised 3,497 employees drawn from ten county departments, from which a sample of 321 respondents was selected using stratified and simple random sampling techniques. Primary data were collected using structured questionnaires and analyzed using descriptive statistics, Pearson Product Moment Correlation, and simple linear regression analysis. The findings established that employee participation had a positive and statistically significant relationship with employee commitment ($r = 0.671$, $p < 0.05$). Regression analysis further revealed that employee participation significantly predicted employee commitment ($\beta = 0.671$, $B = 0.704$, $t = 16.181$, $p = 0.000$), explaining 45.0% of the variation in employee commitment ($R^2 = 0.450$). The study concluded that involving employees in grievance resolution processes strengthens organizational trust, enhances workplace morale, promotes procedural fairness, and significantly improves employee commitment. The study recommends that county governments institutionalize participatory grievance management systems by promoting employee consultation, involvement in grievance investigations and decision-making, and responsive communication to strengthen employee commitment and improve public service delivery.

Keywords: *Employee participation, grievance handling, employee commitment, organizational commitment, county governments, Kenya*

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1. Introduction

Employee commitment is widely recognized as a strategic organizational resource because committed employees demonstrate stronger organizational attachment, higher motivation, improved job performance, lower turnover intentions, and greater willingness to contribute toward organizational goals (Gasic et al., 2024). Within public sector institutions, employee commitment is particularly important because effective service delivery depends on employees' engagement, cooperation, and sustained commitment to organizational objectives. Organizations with highly committed employees generally experience improved productivity, enhanced organizational citizenship behavior, and stronger public confidence, whereas weak commitment contributes to absenteeism, workplace conflict, declining morale, and reduced organizational effectiveness (Lee, 2023).

Globally, organizations have increasingly shifted from traditional grievance administration toward participatory grievance management systems that emphasize employee involvement, consultation, fairness, and collaborative conflict resolution (Todorovic, 2024). Employee participation has become a central component of modern human resource management because involving employees in workplace decisions strengthens perceptions of organizational justice, enhances trust in management, and promotes stronger organizational commitment (Colquitt et al., 2021). Organizations implementing participatory grievance-resolution mechanisms have consistently reported improved workplace relationships, higher employee satisfaction, lower conflict levels, and stronger organizational commitment than those relying on centralized grievance management approaches (Johansson & Petersen, 2023).

Across Africa, public sector organizations continue to experience employee relations challenges associated with inadequate consultation, limited employee voice, delayed grievance resolution, and ineffective communication systems (Muzanenhano & Rankhumise, 2025). These institutional weaknesses often reduce perceptions of procedural fairness, weaken trust in management, and ultimately diminish employee commitment (Namara & Mugisha, 2024). Consequently, many governments have adopted participatory human resource management practices aimed at strengthening employee involvement, improving workplace justice, and enhancing organizational performance (Kyeremeh & Asiedu, 2023).

In Kenya, the introduction of devolved governance significantly transformed human resource management within county governments by transferring substantial administrative and personnel management responsibilities to county administrations (County Governments Act, 2012). Although the Public Service Human Resource Policies and Procedures Manual provides guidelines for grievance handling, many county governments continue to experience employee dissatisfaction arising from limited participation during grievance resolution, inadequate consultation, inconsistent implementation of grievance procedures, and exclusion from decisions affecting employee welfare (Public Service Commission, 2023). These institutional weaknesses have contributed to declining employee morale, reduced organizational trust, and weakened employee commitment within devolved public institutions (Chepkorir & Kimani, 2024).

The County Government of Tharaka Nithi faces similar employee relations challenges despite having formal grievance management structures. Employees continue to report limited involvement during grievance investigations, inadequate consultation, insufficient opportunities to provide feedback, and inconsistent management responsiveness, all of which undermine organizational trust and workplace commitment (Mwenda & Kathambi, 2024). Although previous studies have examined grievance handling as a broad human resource

management practice, limited empirical evidence has isolated employee participation as an independent predictor of employee commitment within Kenya's devolved county governments (Wambugu & Mwenda, 2022). This study therefore examined the effect of employee participation in grievance handling on employee commitment in the County Government of Tharaka Nithi, Kenya. Specifically, it investigated whether employee involvement during grievance resolution, consultation in decision-making, inclusiveness of grievance procedures, and management responsiveness significantly influence employee commitment, thereby addressing an important contextual and empirical gap in public sector human resource management.

1.1 Problem Statement

Employee commitment is fundamental to organizational effectiveness because it enhances service delivery, employee retention, productivity, and institutional stability within public sector organizations (Lee, 2023). Employees with high organizational commitment are more likely to demonstrate stronger job performance, organizational citizenship behavior, and commitment to achieving institutional goals (Gasic et al., 2024). Despite its importance, employee commitment remains a persistent challenge across many public institutions due to ineffective employee relations, limited employee involvement in organizational decision-making, and unresolved workplace grievances (Colquitt et al., 2021). The Gallup *State of the Global Workplace* Report indicates that only about 21% of employees worldwide are actively engaged in their organizations, reflecting generally low levels of organizational commitment (Gallup, 2024).

The challenge is equally evident within Kenya's devolved governance system. The Public Service Commission (2023) reported that only about 38% of county government employees demonstrate strong organizational commitment, while nearly 46% express intentions to leave their organizations. These findings indicate declining employee morale and weakening organizational attachment despite the existence of formal grievance management frameworks. Although county governments have introduced grievance-handling procedures intended to promote procedural fairness, consultation, and employee involvement, many systems remain management-driven, providing limited opportunities for employee participation during grievance resolution (Public Service Commission, 2023).

Existing evidence suggests that inadequate employee voice, minimal consultation, and limited involvement during grievance investigations reduce perceptions of procedural fairness, weaken organizational trust, and diminish employee commitment (Namara & Mugisha, 2024). Moreover, previous studies have largely examined grievance handling as a broad human resource management practice without isolating employee participation as an independent predictor of employee commitment, particularly within Kenya's devolved county governments (Wambugu & Mwenda, 2022). This contextual and empirical gap necessitated the present study, which examined the effect of employee participation in grievance handling on employee commitment in the County Government of Tharaka Nithi, Kenya, to provide evidence for strengthening participatory grievance management and enhancing employee commitment.

1.2 Research Objective

To determine the effect of employee participation on employee commitment in the County Government of Tharaka Nithi, Kenya.

1.3 Research Hypothesis

H₀₁: Employee participation has no statistically significant effect on employee commitment in the County Government of Tharaka Nithi, Kenya.

2. Literature Review

2.1 Theoretical Review

This study was anchored on Social Exchange Theory, advanced by Blau (1964), which explains that workplace relationships are built on reciprocal exchanges between employees and organizations. The theory posits that employees respond positively when they perceive that the organization values their contributions, treats them fairly, and provides opportunities for meaningful involvement. Such supportive organizational practices encourage employees to reciprocate through stronger organizational commitment, increased loyalty, higher job satisfaction, and positive workplace behavior (Blau, 1964).

According to the theory, employee participation is a critical organizational practice through which management demonstrates trust, respect, and recognition toward employees. When employees actively participate in grievance handling through consultation, open dialogue, feedback, and decision-making, they perceive the organization as fair and supportive, thereby strengthening organizational trust and psychological attachment (Cropanzano & Mitchell, 2020). These positive exchange relationships motivate employees to reciprocate by exhibiting greater commitment toward organizational goals and improved workplace cooperation (Wayne et al., 2023).

Within grievance management, employee participation promotes procedural fairness by allowing employees to express their concerns, contribute to grievance investigations, and participate in developing acceptable resolutions. Such participatory processes reduce perceptions of exclusion and organizational injustice while strengthening employee morale, organizational attachment, and reducing turnover intentions (Colquitt et al., 2021). The theory is particularly relevant to public sector organizations because effective service delivery depends on collaboration between management and employees, especially in resolving workplace grievances relating to promotions, disciplinary actions, transfers, and working conditions (Public Service Commission, 2023).

Although Social Exchange Theory has been criticized for emphasizing reciprocal exchanges while paying limited attention to structural and institutional influences on employee behavior, it remains an appropriate theoretical foundation for explaining how employee participation in grievance handling strengthens organizational commitment (Cropanzano & Mitchell, 2020). Accordingly, the theory provided the conceptual basis for examining the influence of employee participation on employee commitment in the County Government of Tharaka Nithi, Kenya.

2.2 Empirical Review

2.2.1 Employee Participation and Employee Commitment

Employee participation has become a critical component of effective grievance handling because it promotes procedural fairness, strengthens organizational trust, and enhances employees' emotional attachment to their organizations. By involving employees in grievance investigations, consultations, and decision-making, organizations improve perceptions of fairness, encourage employee voice, and strengthen organizational commitment while reducing workplace conflict (Colquitt et al., 2021).

Evidence from developed economies consistently demonstrates a positive relationship between employee participation and organizational commitment. Colquitt et al. (2021) established that employees actively involved in organizational decision-making exhibited higher organizational commitment, greater trust in management, and increased job satisfaction than those excluded from workplace decisions. Similarly, Harrison et al. (2022) reported that participatory grievance management strengthened perceptions of procedural justice, resulting in improved organizational loyalty, reduced turnover intentions, and enhanced workplace cooperation. Wayne et al. (2023) further found that employee involvement reinforced reciprocal relationships between management and employees, leading to higher employee engagement and organizational commitment.

Comparable evidence has been reported across Africa. Nwachukwu and Eze (2021) found that participatory grievance management significantly improved employee commitment among public sector employees in Nigeria by promoting organizational trust and inclusive decision-making. In South Africa, Molefe and Chinomona (2022) reported that employee involvement during grievance resolution enhanced morale, increased job satisfaction, and reduced workplace conflict, thereby strengthening employees' emotional attachment to their organizations.

Within East Africa, Namara and Mugisha (2024) established that participatory grievance handling enhanced employee satisfaction, organizational trust, and workplace commitment among local government employees in Uganda. Similarly, Kiwia and Mushi (2022) found that employee participation significantly improved organizational commitment within Tanzania's public sector by strengthening consultation and confidence in institutional leadership.

Evidence from Kenya also supports the positive influence of employee participation on employee commitment. Mulunda and Mukabi (2021) observed that public sector employees who actively participated in grievance resolution demonstrated stronger organizational commitment than those excluded from grievance decision-making. Likewise, Chepkorir and Kimani (2024) reported that participatory grievance management strengthened perceptions of organizational justice, improved management-employee relationships, and enhanced employee commitment within Kenyan public institutions.

Despite these findings, previous studies have largely examined grievance handling as a broad human resource management practice without isolating employee participation as an independent determinant of employee commitment. Moreover, limited empirical evidence exists within Kenya's devolved county governments, particularly the County Government of Tharaka Nithi. This study therefore addressed the identified contextual and empirical gap by examining the specific effect of employee participation in grievance handling on employee commitment within a county government setting.

2.3 Conceptual Framework

The conceptual framework illustrates the relationship between the independent and dependent variables, as presented in Figure 1.

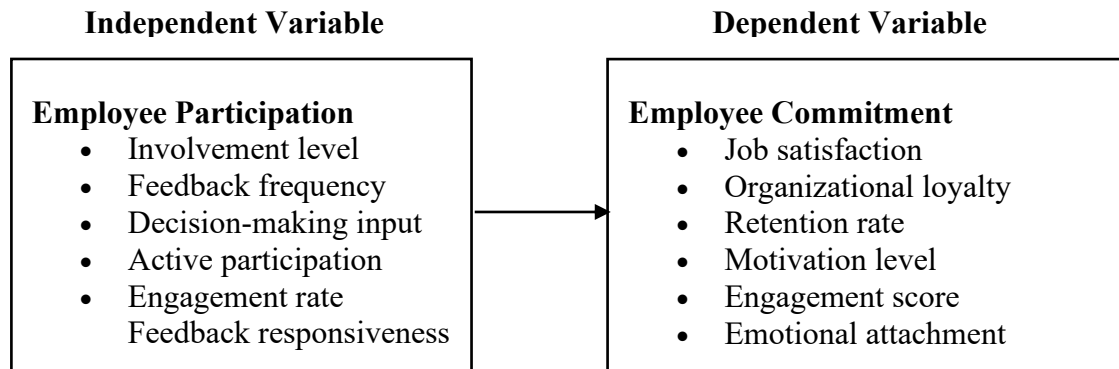


Figure 1: Conceptual Framework

3. Methodology

The study adopted a positivist research philosophy and a quantitative research approach to objectively examine the effect of employee participation in grievance handling on employee commitment in the County Government of Tharaka Nithi, Kenya. A descriptive and explanatory research design was adopted because the study sought to describe employee perceptions regarding participation in grievance handling while establishing the predictive relationship between employee participation and employee commitment without manipulating the study variables (Creswell & Creswell, 2023; Saunders et al., 2023).

The target population comprised 3,497 employees drawn from ten departments within the County Government of Tharaka Nithi, Kenya. The study employed stratified sampling to ensure proportionate representation across departments, after which simple random sampling was used to select individual respondents. A sample size of 321 employees was obtained. Primary data were collected using structured questionnaires containing closed-ended items measured on a five-point Likert scale. Prior to the main survey, the instrument was subjected to pilot testing, expert evaluation, construct validity assessment using the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's Test of Sphericity, while internal consistency reliability was established using Cronbach's Alpha coefficient.

Data were analyzed using SPSS Version 27. Descriptive statistics comprising frequencies, percentages, means, and standard deviations summarized respondents' perceptions regarding employee participation and employee commitment. Pearson Product-Moment Correlation analysis was used to determine the strength and direction of the relationship between employee participation and employee commitment, while simple linear regression analysis established the predictive influence of employee participation on employee commitment and tested the study hypothesis. Prior to regression analysis, diagnostic tests for normality, multicollinearity, autocorrelation, linearity, and homoscedasticity confirmed that the data satisfied the assumptions of linear regression. Statistical significance was evaluated at the 5% significance level (Field, 2021; Gujarati & Porter, 2021).

4. Results and Discussion

4.1 Response Rate

The study targeted 321 employees drawn from various departments within the County Government of Tharaka Nithi, Kenya. Of the 321 questionnaires distributed, 277 were correctly completed and returned, representing a response rate of 86.3%, while 44 questionnaires (13.7%) were not returned. According to Saunders et al. (2023), Creswell and Creswell (2022), and Hair et al. (2022), response rates above 70% are considered adequate for organizational and behavioral research because they minimize non-response bias and enhance the credibility of statistical findings. The achieved response rate was therefore considered sufficient for subsequent descriptive and inferential analyses. The high participation rate further suggested that employees considered grievance handling and employee commitment to be important organizational issues within the County Government of Tharaka Nithi.

Table 1: Response Rate

Response Category	Frequency	Percentage (%)
Distributed Questionnaires	321	100.0
Returned Questionnaires	277	86.3
Unreturned Questionnaires	44	13.7

4.2 Descriptive Analysis of Employee Participation

The study examined respondents' perceptions regarding employee participation in grievance-handling processes within the County Government of Tharaka Nithi. Employee participation was assessed through employee involvement during grievance resolution, consultation during grievance handling, employee participation in decision-making, management responsiveness toward employee concerns, inclusiveness of grievance procedures, and employee engagement during dispute resolution.

The findings revealed general agreement that employee participation positively influenced employee commitment, as reflected by an aggregate mean score of 3.96 and a standard deviation of 0.845. Employees felt more committed when they participated in grievance handling, recording the highest mean score ($M = 4.11$, $SD = 0.792$), suggesting that involvement in grievance resolution strengthened emotional attachment and workplace engagement. Similarly, participation in grievance processes increased employee engagement ($M = 4.06$, $SD = 0.808$), while the grievance process being inclusive and allowing employees to contribute toward solutions recorded a mean score of 3.95 ($SD = 0.846$). Consultation and valuing employee feedback during grievance handling also received favorable ratings ($M = 3.91$, $SD = 0.861$), indicating that employees appreciated participatory approaches during conflict resolution.

The statement that employees are actively involved in the grievance resolution process recorded the lowest mean score ($M = 3.83$, $SD = 0.887$), although respondents still generally agreed with the statement. This suggests that while participation was generally practiced, opportunities for employee involvement during grievance resolution could be strengthened further. The relatively low standard deviations indicated consistency in respondents' perceptions regarding participatory grievance-management practices.

These findings support Social Exchange Theory, which posits that employees reciprocate supportive and participatory organizational practices through stronger organizational commitment, trust, and positive workplace behavior (Blau, 1964). They are also consistent with Colquitt et al. (2021), who observed that participatory organizational practices enhance employee trust and organizational attachment because employees perceive themselves as valued organizational members.

Table 2: Descriptive Analysis of Employee Participation (N = 277)

Statement	Mean	SD	Interpretation
Employees are actively involved in the grievance resolution process	3.83	0.887	Agree
Employees are consulted, and their feedback is valued in grievance handling	3.91	0.861	Agree
Participation in grievance processes increases employee engagement	4.06	0.808	Agree
Employees feel more committed when they participate in grievance handling	4.11	0.792	Agree
Management listens to employee concerns during the grievance resolution process	3.88	0.874	Agree
The grievance process is inclusive and allows employees to contribute to solutions	3.95	0.846	Agree
Aggregate Mean / Standard Deviation	3.96	0.845	Agree

4.3 Descriptive Analysis of Employee Commitment

The study further examined employee commitment within the County Government of Tharaka Nithi. The analysis focused on commitment toward organizational goals, emotional attachment, satisfaction with grievance handling, organizational loyalty, motivation to contribute toward organizational success, and intention to remain within the organization.

The findings indicated that respondents generally demonstrated positive employee commitment, as reflected by an aggregate mean score of 3.97 and a standard deviation of 0.850. Motivation to contribute toward organizational success recorded the highest mean score ($M = 4.21$, $SD = 0.766$), indicating that employees remained highly motivated to support organizational objectives. Commitment to organizational goals also recorded a relatively high mean score ($M = 4.13$, $SD = 0.794$), demonstrating strong employee dedication toward institutional responsibilities.

Similarly, the grievance handling process increasing organizational loyalty recorded a mean score of 3.95 ($SD = 0.851$), while employees feeling emotionally attached to the County Government recorded a mean score of 3.89 ($SD = 0.873$). Employees indicating that they were likely to remain within the County Government for the long term recorded a mean score of 3.84 ($SD = 0.902$).

Satisfaction with work and the manner in which grievances were handled recorded the lowest mean score ($M = 3.78$, $SD = 0.916$), suggesting that although respondents generally expressed satisfaction, improvements in grievance management could further strengthen organizational commitment.

Overall, the findings indicate that supportive grievance-handling practices contribute positively toward employee motivation, organizational loyalty, emotional attachment, and long-term organizational commitment. These findings support Meyer and Allen's organizational commitment framework, which emphasizes that supportive organizational practices strengthen employees' psychological attachment and willingness to remain within the organization.

Table 3: Descriptive Analysis of Employee Commitment (N = 277)

Statement	Mean	SD	Interpretation
I am committed to my work and the goals of my organization	4.13	0.794	Agree
I feel emotionally attached to the County Government of Tharaka Nithi	3.89	0.873	Agree
I am satisfied with my work and the way grievances are handled	3.78	0.916	Agree
The grievance handling process increases my loyalty to the organization	3.95	0.851	Agree
I am motivated to contribute to my organization's success	4.21	0.766	Strongly Agree
I am likely to remain with the County Government of Tharaka Nithi for the long term	3.84	0.902	Agree
Aggregate Mean / Standard Deviation	3.97	0.850	Agree

4.4 Pearson Product Moment Correlation Analysis

Pearson Product Moment Correlation analysis was conducted to determine the strength, direction, and statistical significance of the relationship between employee participation and employee commitment within the County Government of Tharaka Nithi, Kenya. Correlation analysis was important because it established whether employee participation in grievance-handling processes was associated with changes in employee commitment before regression analysis was undertaken. Pearson correlation coefficients range between -1 and +1, where positive coefficients indicate direct relationships, while negative coefficients indicate inverse relationships between variables. According to Cohen (2021), coefficients above 0.50 indicate strong positive relationships, while Field (2021) notes that correlation analysis provides preliminary evidence regarding the suitability of predictor variables for regression modeling.

The results presented in Table 4 indicate a strong positive and statistically significant relationship between employee participation and employee commitment ($r = 0.671$, $p < 0.01$). The findings suggest that greater employee participation in grievance-handling processes, including involvement during grievance resolution, consultation in decision-making, management responsiveness, and inclusive grievance procedures, is associated with higher levels of employee commitment. Employees who perceived greater involvement in grievance management demonstrated stronger organizational loyalty, enhanced emotional attachment, higher workplace engagement, and a greater intention to remain within the County Government of Tharaka Nithi.

The positive and statistically significant relationship further demonstrates that employee participation is a critical grievance-handling practice for strengthening organizational commitment. Employees who actively participate in grievance resolution are more likely to perceive organizational processes as fair, develop confidence in management, and reciprocate supportive organizational practices through stronger organizational attachment. These findings support Social Exchange Theory, which explains that employees reciprocate participatory management practices through increased organizational commitment and positive workplace behavior (Blau, 1964). The findings are also consistent with Colquitt et al. (2021), who established that employee voice and participation significantly enhance organizational trust, procedural fairness, and employee commitment.

Table 4: Pearson Product Moment Correlation Analysis

Variables	Employee Participation	Employee Commitment
Employee Participation		
Pearson Correlation	1	
Sig. (2-tailed)	—	
N	277	
Employee Commitment		
Pearson Correlation	0.671	1
Sig. (2-tailed)	0.000	—
N	277	277

Correlation is significant at the 0.01 level (2-tailed).

4.5 Bivariate Linear Regression Analysis

The study examined whether employee participation significantly influences employee commitment in the County Government of Tharaka Nithi, Kenya. The regression analysis sought to determine the predictive effect of employee participation on employee commitment and to test the study hypothesis.

The model summary results presented in Table 5 indicate a strong positive relationship between employee participation and employee commitment ($R = 0.671$). The coefficient of determination ($R^2 = 0.450$) shows that employee participation explained 45.0% of the variation in employee commitment, while the adjusted R^2 value of 0.448 confirmed the robustness of the regression model after adjusting for sample size. These findings suggest that improvements in employee participation during grievance-handling processes, including employee involvement in grievance resolution, consultation during decision-making, management responsiveness, and inclusive grievance procedures, are associated with enhanced employee commitment through increased organizational trust, workplace engagement, procedural fairness, and emotional attachment.

The findings support Social Exchange Theory, which postulates that employees reciprocate organizational support and participation opportunities through stronger organizational commitment and cooperative workplace behavior. The descriptive findings and qualitative responses similarly demonstrated that consultation, employee voice, and involvement during grievance resolution strengthened workplace morale and institutional trust.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.671	.450	.448	.520

a. Predictors: (Constant), Employee Participation

The ANOVA results presented in Table 6 further confirmed that the regression model was statistically significant ($F = 261.843$, $p = 0.000$), indicating that employee participation significantly explains variations in employee commitment. The findings demonstrate that employee involvement in grievance resolution contributes significantly to organizational attachment, workplace engagement, and employee commitment within the County Government of Tharaka Nithi. These results are consistent with Gujarati and Porter (2021), who observed that statistically significant regression models provide evidence of meaningful predictive relationships between organizational variables.

Table 6: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	70.836	1	70.836	261.843	.000
Residual	86.578	319	.271		
Total	157.414	320			

a. Dependent Variable: Employee Commitment

b. Predictors: (Constant), Employee Participation

The regression coefficients presented in Table 7 indicate that employee participation exerted a positive and statistically significant influence on employee commitment ($B = 0.704$, $\beta = 0.671$, $t = 16.181$, $p = 0.000$). The findings imply that a one-unit improvement in employee participation results in a corresponding 0.704-unit increase in employee commitment, holding all other factors constant. Consequently, the null hypothesis was rejected, and the study concluded that employee participation significantly influences employee commitment in the County Government of Tharaka Nithi, Kenya.

The findings demonstrate that involving employees in grievance investigations, encouraging consultation, promoting inclusiveness during grievance resolution, and responding effectively to employee concerns strengthen organizational loyalty, emotional attachment, and workplace engagement. These results support Social Exchange Theory, which posits that employees reciprocate participatory organizational practices through increased commitment and positive workplace behavior (Blau, 1964). They also corroborate the findings of Colquitt et al. (2021), who established that participatory decision-making strengthens organizational trust, procedural justice, and employee commitment.

Table 7: Regression Coefficients

Predictor	B	Std. Error	Beta	t	Sig.
Constant	1.176	0.168	—	7.000	.000
Employee Participation	0.704	0.044	0.671	16.181	.000

Dependent Variable: Employee Commitment

5. Conclusion

The study established that employee participation in grievance handling has a positive and statistically significant influence on employee commitment within the County Government of Tharaka Nithi, Kenya. Effective employee participation practices, including active involvement during grievance resolution, consultation throughout grievance-handling processes, inclusive decision-making, management responsiveness to employee concerns, and opportunities for employees to contribute toward grievance resolution, were found to strengthen organizational trust, enhance workplace engagement, improve procedural fairness, and foster stronger emotional attachment to the organization. The regression findings confirmed that employee participation significantly predicts employee commitment, leading to the rejection of the null hypothesis. The study therefore concludes that employee participation is a critical grievance-handling practice for strengthening organizational loyalty, improving employee morale, promoting institutional trust, and enhancing long-term employee commitment within county governments.

6.0 Recommendations

The County Government of Tharaka Nithi should strengthen employee participation during grievance-handling processes by institutionalizing consultative and inclusive grievance-management systems that actively involve employees throughout grievance investigations and decision-making. Management should establish structured employee consultation forums, encourage continuous employee feedback during grievance resolution, and ensure that employees participate meaningfully in developing mutually acceptable solutions to workplace disputes. The county government should further strengthen management responsiveness by providing timely feedback on employee concerns and ensuring that grievance procedures remain transparent, participatory, and fair. Additionally, the Public Service Commission, county public service boards, and human resource practitioners should promote capacity-building programmes focusing on participatory grievance management, employee engagement, and collaborative conflict resolution to strengthen employee commitment and improve service delivery across county governments in Kenya.

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