

## ANALYSIS OF STAFF WELFARE ON JOB SATISFACTION IN PUBLIC SECTOR:

### A STUDY OF KENYA WILDLIFE SERVICE (KWS) KISUMU

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#### 1. Abstract

Staff welfare is a term including various services, benefits and facilities offered to staffs by the employers. The welfare measures need not be monetary but in any kind/forms. This includes items such as allowances, housing, transportation, medical insurance and food. Staff welfare also includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against disease, accident and unemployment for the workers and their families. Through such generous benefits the employer makes life worth living for staffs. The purpose of this study was to investigate analysis of staff welfare systems on job satisfaction in public sector. The objectives of the study were: to determine the effect of collective bargaining on job satisfaction, to assess the effect of health on job satisfaction and finally to examine the effect of social security procedures on job satisfaction. The study was carried out in Kisumu Impala Sanctuary and Ndere Island National Park. The study adopted descriptive research design, stratified and simple random sampling to sample 50 respondents from a target population of 100. Data was collected using questionnaires, interview schedules and document analysis. A pre-test was done to ensure the efficiency of the instruments. Data obtained from questionnaires were edited, coded and tabulated while those obtained from descriptive statistics was used in making decisions, inferences and generalizations. The study found out that working condition at KWS was conducive with 76.7% response rate. It also found out that collective bargaining, health and social security influenced employees' job satisfaction. 81.4% of the staff agreed that Social security impacted on job satisfaction. Further, the study noted that low staff welfare would lead to low staff morale, frequent absenteeism, high staff turnover, low productivity, low motivation and low performance with the overall mean of 4.11. On the other hand, high staff welfare resulted to increased staff morale (4.73), reduced staff illness (3.995), high performance (4.48), high productivity (4.48), low absenteeism (4.20), and

low staff turnout (4.15). The overall mean response for the sampled staff was 4.34. The study concluded that Public and Private Firms should adopt proper staff welfare strategies such as collective bargaining, health policy and social security to facilitate job satisfaction among its employees.

**Key words:** collective bargaining, health, social security, employee job satisfaction, staff welfare, staff turnover, staff morale, staff performance

## 2. Introduction

According to Deacon (1993), referred staff welfare as staff welfare in general; these included benefits that a staff must earn from a company, such like allowances, transportation, medical and many more. As suggested by McGuire and McDonnell (2008) that staff welfare facilities assist significantly in enhancing the self-confidence and intellectual level of a staff. This will eventually increase staff productivity in the workplace leading to improved motivation making the staff to be challenged take on more challenging tasks and responsibilities. This is a good indication of financial performance in the organization created through adding greater value to staff's welfare. Furthermore, Torjman (2004) argued that welfare facilities and especially recreation services, account for healthy individuals besides increasing among their happiness and emotional quotient. Once staffs are happy they will have a positive attitude towards work leading to higher service delivery within the organization. According to Kirsch (2009) stated that staff welfare facilities should be flexible and continuous innovation needs to be done to improve on these facilities hence create a more satisfying environment for the staff and the organization as a whole. (Mathew 2011) advocated that staff welfare. It can be viewed that staff satisfaction is the one of major concept in Human Resource Management. Staff satisfaction is a measure of how happy workers are with their job and working environment. Keeping morale high among workers can be of tremendous benefit to any company, as happy workers will be more likely to produce more, take fewer days off, and stay loyal to the company. There are many factors in improving or maintaining high staff satisfaction, which wise employers would do well to implement. Job satisfaction is not the same as motivation, although they are related to one another. At workplace, job design aim to enhance job satisfaction and performance; methods included job rotation, job enlargement and job enrichment. Other influences on job satisfaction

by the staffs include the management style and culture, staff involvement, empowerment and autonomous work groups, pay, work responsibilities, variety of tasks, promotional opportunities the work itself and co-workers. Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of Conducive working conditions and technological advancement are needed to ensure that the tasks are easily accomplished (Graham, 1998). This involve clean working environment, tolerable temperatures such as good offices, good housing for the staffs and equipment for performing various jobs should be made available to the staffs. This involves providing modern and effective equipment and facilities to be used in performing various activities. This improves staffs and customers satisfaction in the organization as tourism sector.

In Finland, according to Finnish Institute of Occupational Health occupational stress can lead to staffs having physical health problems. Usually stress has been proven to enhance the work performance but in case of lasting too long it can expose the workers to different health problems, burnout or depression. In the worst case occupational stress can lead to total inability to work.

The public organizations in South Africa face immense pressure to excel in their performance, notwithstanding the highly unstable and competitive environment in which they operate. This environment is characterized by factors such as increased globalization, demanding stakeholders, shortages of critical skills, increased workforce diversity as well as technological innovations (Mayfield & Mayfield, 2002). These factors compel public sector organizations to develop and implement strategies for improving their performance (Yee, Yeung & Cheng, 2008). One such strategy is to have staffs who are highly satisfied with their work (Okanya, 2007). This calls for organizations to place more emphasis on recognizing and enhancing all components of work linked to higher levels of staff satisfaction. At the same time, organizations need to identify and lessen the effects of those facets associated with high levels of staff dissatisfaction (Ferguson, Ashcroft & Hassell, 2011). Nilsson (2010) holds the view that public sector organizations in South Africa find it difficult to overcome the challenge of underperformance in most disciplines of their operations. As a result, they continue to receive constant criticism for poor service delivery, internal wrangles, bureaucracy, financial mismanagement, corruption and poor corporate governance (Van der Heijden & Mlandi, 2005). Certainly these malpractices, perceived or real, do not bode well for a public sector which seeks to support the ideals of a government that strives to be a developmental state. It has been argued that low institutional

capacities, limited stakeholder participation, high levels of corruption and high levels of informality are amongst some of the reasons for underperformance in the public sector (Putu *et al.*, 2007). Other factors include the lack of demographic representation, poor accountability, centralized control systems and conflicting labor relations (Schwella, 2001). A survey conducted by Price Waterhouse Coopers (2002) which involved several multinational companies sustained that staff satisfaction as well as decreased turnover are major contributors of long-term shareholder returns. Conversely, staff dissatisfaction resulting from poor workplace environments can also lead to a decrease in productivity leading to poor organizational performance (Chandrasekhar, 2011). It is important for management in organizations to create a work environment that facilitates higher staff satisfaction levels. This is because staff satisfaction has a stimulus effect on the loyalty and confidence of staffs, improves the quality of outputs and also increases productivity (Surujlal & Singh, 2003; Yee *et al.*, 2008). Satisfied staffs tend to perceive that the organization will be more satisfying in the long run; they care about the quality of their work and are more committed to the organization, leading to a demonstration of organizational citizenship behavior's (Fraser, 2001; Sempene *et al.*, 2002; Yoon & Suh, 2003). Goslin (2005) is also of the opinion that satisfied staffs have higher retention rates and are more productive. When staffs are dissatisfied, their physical and mental health is negatively affected (Fragher, Cass & Cooper, 2005). Consequently, organizational performance will also deteriorate as more production time will be lost because dissatisfied staffs are likely to take more leave (Judge, Piccolo, Podsakoff, Shaw & Rich, 2010; Shields, 2006); therefore, if steps are taken to improve staff satisfaction, overall success of the organization is enhanced and the results can be reflected through happier staffs, enhanced workforce productivity, reduced workdays and higher profits. This also typifies the importance of people in organizations, since people are the promoters of excellent organizational performance.

In Kenya, on many occasions, principals who are satisfied and have high abilities attain higher performance as opposed to those who are less satisfied and have low abilities.

In Kenya, staffs in public sector feel dissatisfied with their work conditions. This is noted through the unions, Kenya National Union of Teachers (KNUT) and Kenya Union of Post Primary Teachers (KUPPET) frequent agitations, which reveal that teachers are not well paid and keep on bargaining for wage increases for their members. This is much so as when some of

the principals are registered members and some among them are union officials. (Education news, 2009, March 7-12).

### 3. Purpose of the Study

The purpose of this study was to establish the analysis of staff welfare on job satisfaction in public organizations study of Kenya Wildlife Service. Specifically, the study was to determine the effect of collective bargaining on job satisfaction in public organization in Kenya, to assess the effect of health on job satisfaction in public organization in Kenya, and to examine the effect of social security procedures on job satisfaction in public organization in Kenya.

### 4. Research Questions

1. What was the effect of collective bargaining on job satisfaction in public organization in Kenya?
2. What was the effect of health on job satisfaction in public organization in Kenya?
3. How did social security procedures affect job satisfaction in public organization in Kenya?

### 5. Research Design

The study adopted descriptive research design. The research to a great extent involved extensive review of both published and unpublished documents in search of secondary data. This data was quite vital in building a strong background of research problems and involved reviews of past publications in library such as books, annual reports, surveys, journals, newspapers, magazines and periodicals. The research design specifically intended to investigate the analysis of staff welfare system on job satisfaction on public organization in Kenya.

### 6. Target Population

The target population consisted of senior and junior staffs (100) from the park managers, customer cares, cage attendants, marketing, human resources, finance and accounts, security and maintenance departments. Questionnaires were administered to the junior staffs, which were selected randomly from the various departments while interviews were administered to the senior staffs since they were few in number.

*Table 1: Target Population*

Target Category	Target Population	Percentage
Top Management	15	15
Middle Management	25	25
Support Staff	60	60
Total	100	100

**Source: Research Data (2014)**

### 7. Sampling procedures and techniques

According to Mugenda and Mugenda (2003), a sample is that part of the population which has been selected for observation and analysis. The study adopted stratified sampling method because it led more efficient statistical estimates. A sample size of 50% was taken from the target population.

*Table 2: Sample size*

Target Category	Target Population	Sample size	Percentage of the target population
Top Management	15	7	7
Middle Management	25	13	13
Support Staff	60	30	30
Total	100	50	50

**Source: Research Data (2014)**

### 8. Research Instrument

The researcher collected both primary and secondary data for purpose of making conclusion and recommendations. Primary data was collected using structured questionnaires, structured interview guide and observation method. The questionnaires were administered to the respondents directly by the researcher because most businesses in the study area were in close

proximity to each other. The interviews were also conducted by the researcher personally at a time and place convenient to the participants. The observation was carried out at the same day when the questionnaires were administered to the respondents at their place of work or business premises. The secondary data was collected from Business text books, economic surveys, Government reports, journal and periodicals.

## 9. Results and Discussion

### *Is the staff welfare well considered by employees?*

The research sought on the whether staff welfare was well considered by employees. The results shows that staff welfare was well considered by the employees of which 72.1% of the staff said while 27.9% had different opinion. Majority of the staff were satisfied with the way the staff welfare is managed. Further interviews carried out also stated that staff welfare was well managed and this could be seen with the majority of the employees joining the organization. Results are shown in table 3.

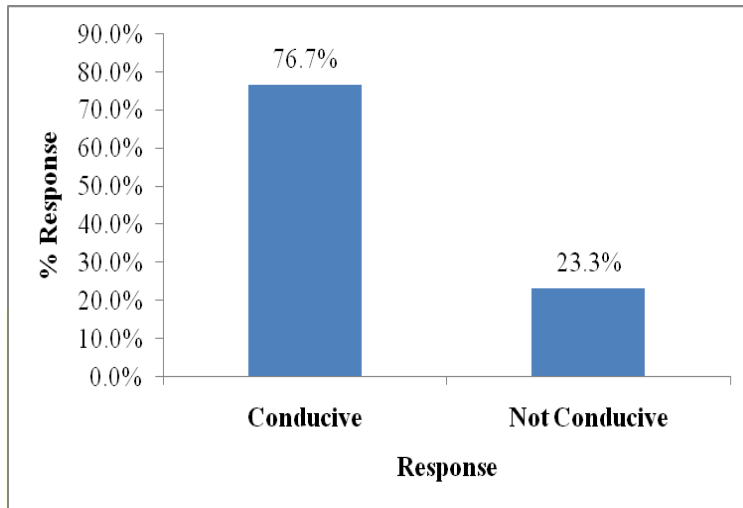
*Table 3: Staff Welfare was considered well by employees*

Response	Valid Percentage
Yes	72.1
No	27.9
Total	100.0

Source: Research Data (2014)

The study results indicate that 76.7% of the employees were satisfied with the working condition while 23.3% had different opinion. The majority agreed that the working environment at the KWS Kisumu office was conducive while just a few staff had different feeling. The senior management during interview asserted that good offices, adequate equipment/ facilities would improve the working condition hence results to employees' job satisfaction (Mathew, 2011; Graham, 1998). Results are shown in Chart 1.

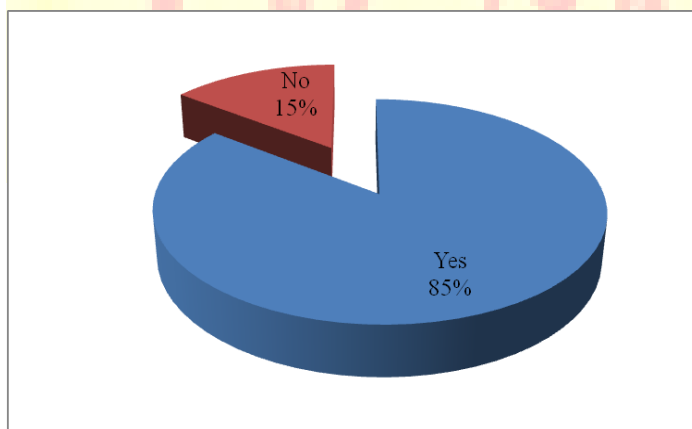
Chart 1: Working Condition



Source: Research Data (2014)

The study sought whether social security had influence on job satisfaction of the employees working at KWS in Kisumu office. The study found out that 85% agreed that social security had influence on job satisfaction while 15% had the contrary opinion. The respondents who agreed stated the reasons such as pension scheme, and health insurance policy benefitted the retired employees or survivors benefits paid to insured families. Results are shown in Chart 2.

Chart 2: Social Security impact Job Satisfaction



Source: Research Data (2014)



**Factors determining the staff performance**

The research sought on the employees’ level of agreement on the factors that determined the staff performance. In this case what factors should be considered when determining the Staff welfare per department within the organization. The study result shows that employees felt that factors that need to be considered when determining the staff welfare per department the organization. The mean response for collective bargaining at 4.14, Health (4.42) and Social Security (4.51).The statement meant that all employees agreed that collective bargaining, health and social security should be considered when determining the staff welfare in an organization. Similarly, the interviews showed that senior management unanimously agreed that Collective bargaining, health and Social security affected the staff welfare within the organization. They further suggested that employees should be awarded full employment (Permanent) since those who are employed on contract basis usually have diverted attention. However, they cited that KWS did not have a trade union that could negotiate with the employer.

*Table 3: Factors determining the Staff Welfare*

Factor	Mean
Collective bargaining	4.14
Health	4.42
Social Security	4.51

Source: Research Data (2014)

**Kindly indicate your level of agreement with whether the following factors should be considered when determining the TYPE OF WELFARE in each department/section within the organization?**

The study sought on the level of agreement with the factors to be considered when determining the type of staff welfare in each department/section within the organization. The results in table 4 indicated the agreement of the factors that need to be considered when determining the type of welfare in each department within KWS. The mean for the factors include: Collective bargaining

(4.02), Health (4.53) and Social Security (4.33). The overall mean for the response was 4.29 this implied that all employees agreed that collective bargaining, health and social security should be considered when determining the staff welfare within an organization. Other factors that were mentioned by the employees that should be considered when determining the type of welfare were Staff promotion, Mortgage facilities, Car loans/Commuter allowances, Payment of salaries in time and transparency and accountability.

Further interview results supported that good salary, conducive environment, update staff on current issues and handling staff problems were factors that could determine the type of staff welfare within organization.

*Table 4: Factors considered when determining the Type of Welfare*

Factor	Mean
Collective bargaining	4.02
Health	4.53
Social Security	4.33

Source: Research Data (2014)

### **To what extent do you agree or disagree with the effects of low staff welfare on job satisfaction?**

The study sought on the extent to which respondents agree or disagree with the effect of low staff welfare on job satisfaction. The study finding in table 5 shows the mean response of the employees on the effect of the low staff welfare on job satisfaction. On low staff moral, both the male and female agreed that low staff welfare led to low staff morale with mean of 4.14 for male while female were 4.50. The overall mean for this factor is 4.32 which implies that all employees agreed that low staff welfare influenced low staff morale. Low staff welfare was also noted to have resulted into frequent absenteeism of the employees. Both male and female employees with mean of 3.51 and 4.75 respectively felts that low staff welfare caused frequent absenteeism of employees. The overall mean of 4.13 indicated that all employees supported the statement. The study revealed that Low staff welfare influenced high staff turnover with mean of 4.06 for male while 4.38 for female. The overall mean of 4.22 showed that all employees agreed

with the statement. Table 5 further shows that low staff morale affected low productivity of the employees with mean of 3.83 and 4.63 for male and female respectively. The overall mean of 3.73 implied that all employees agreed this statement. Similarly, the study finding in table 12 showed that low staff welfare influenced low motivation of the employees. The mean response for male was 3.80 while 4.63 for female. The overall mean at 4.22 meant that all employees agreed with this statement. Also, low staff welfare could lead to low performance of employees in an organization. Male respondents with a mean of 3.91 while 4.13 for female. The overall mean for this factor was 4.02 which implied that all employees agreed with the statement.

In this case it was found out that low staff welfare would lead to low staff morale, frequent absenteeism, high staff turnover, low productivity, low motivation and low performance with the overall mean of 4.11. At the same time, when senior management were asked to mention some of the impacts of not having good staff welfare in an organization, the study revealed that low motivation, low performance, high absenteeism and low motivation were realized among the employees (Yee, Yeung & Cheng, 2008; Putu et al., 2007; Chandrasekhar, 2011)

*Table 5: Effects of Low Staff Welfare on Job Satisfaction*

Factor	Mean Response		
	Male	Female	Overall Mean
Low Staff Morale	4.14	4.50	4.32
Frequent Absenteeism	3.51	4.75	4.13
High Staff Turnover	4.06	4.38	4.22
Low Productivity	3.83	3.63	3.73
Low Motivation	3.80	4.63	4.22
Low Performance	3.91	4.13	4.02
Overall Mean	3.88	4.34	4.11

Source: Research Data (2014)

**To what extent do you agree or disagree with the following effects of high staffs welfare?**

The study sought on the extent of which the respondent agree or disagree on the effect of high staff welfare on job satisfaction. The study results in table 6, revealed an overall mean response for the male at 4.00 while that of female was 4.42. This showed that both the gender agreed that

high staff welfare resulted to increased staff morale (4.73), reduced staff illness (3.995), high performance (4.48), high productivity (4.48), low absenteeism (4.20), and low staff turnout (4.15). The overall mean response for the sampled staff was 4.34, this implied that all employees sampled agreed with the statement (Okanya, 2007). ). Further, when staffs are dissatisfied, their physical and mental health is negatively affected (Faragher, Cass & Cooper, 2005). According to McGuire and McDonnell (2008) when staff welfare is looked into the ultimately it would increase staff productivity in the workplace leading to improved motivation making the staff to be challenged take on more challenging tasks and responsibilities while poor .On the other hand, staff dissatisfaction resulting from poor workplace environments can also lead to a decrease in productivity leading to poor organizational performance in the public sector (Chandrasekhar, 2011).

*Table 6: Effects of High Staff Welfare on Employees Satisfaction*

Factor	Mean Response		
	Male	Female	Overall Mean
Increase Staff Morale	4.71	4.75	4.73
Reduce staff illness	4.11	3.88	3.995
High performance	4.46	4.50	4.48
High Productivity	4.46	4.50	4.48
Low Absenteeism	3.89	4.50	4.195
Low Staff Turnout	3.91	4.38	4.145
Overall mean	4.00	4.42	4.34

Source: Research Data (2014)

## 10. Conclusion

The study concluded that all employees agreed that collective bargaining, health and social security should be considered when determining the staff welfare in an organization. Further the study concluded that staff welfare should be maintained on high level so that the employees will improve in performance, high productivity, less absenteeism, low staff turnout, reduce staff illness and increase staff morale for work. Employees get satisfied with work when their welfare looked at.

## 11. Recommendations

The study recommended to the managements of the public organisations to ensure that they have a well managed staff welfare for this would captivate the employees job satisfaction. Collective bargaining, health matters and social security issues should enforced in all organisations both public and private entities so that high productivity, high performance, low staff turnout and boost to staff morale could be achieved in the long run.

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