



**EFFECTS OF WELFARE PROGRAMMES ON EMPLOYEE SATISFACTION IN THE PUBLIC SECTOR: A CASE OF THE
PUBLIC SERVICE COMMISSION**

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ABSTRACT

Many organizations use the concept of employee welfare programmes as a strategy of improving productivity of employees since work related problems could lead to poor quality of life for employees and a decline in performance. Welfare activities promote economic development by increasing efficiency and productivity with the underlying principle being making workers give their loyal services ungrudgingly in genuine spirit of co-operation. The study adopted a descriptive research design. The population size was 213 employees in the Public Service Commission that included the management and the staff. The researcher used a sample size of 137 from the population and used stratified random sampling technique to select the respondents. The study used questionnaires with both closed and open-ended questions to collect data. Data was analyzed using tools such as SPSS 21.0 and descriptive statistics frequency distribution tables, percentages and charts in a bid to determine the status of employee-welfare programmes at PSC. The study was important to various stakeholders including management of the Public and Private sectors as well as other researchers. At the end of the study, the researcher established the effects of compensation programmes and safety and health programmes on employee's satisfaction in public sector. Based on the research findings, the study concluded that workers compensation programmes and safety and health programmes affected employee satisfaction in public sector. The study recommends that management staff of Public Service Commission should introduce workers compensation programmes in the organization since it had a positive effect on employee satisfaction. The study further recommends that management staff of Public Service Commission should impress safety and health programmes at work place in order to enhance employee satisfaction.

Key Words: Workers Compensation Programmes, Safety and Health in Workplace, Employee Satisfaction

INTRODUCTION

Government in any country, being the largest employer is always looked upon to provide comprehensive welfare services to its servants. Economic handicaps impair the productivity of a civil servant. Efficiency and effectiveness of a good public administration depends on how best the persons manning the administrative machinery are looked after. With a view to keeping employees' capacity to effectively functioning on the job and in constant repair, the Government has to devise measures, which meet their economic and social needs as adequately as possible. It is neither always possible nor advisable for the Government to keep on increasing the salary scale at frequent intervals that always serve as a contributory factor for further rise in the cost of living. The solution to these problems lies in developing services, which would enhance the 'real income' of the civil servants within their existing salary structures. It is the development of these services, which in secretariat jargon has come down to be known as "Staff Welfare" (Sabarirajan, Meharajan & Arun, 2016).

Historically employees' welfare programmes were to reduce absenteeism and time off due to illness. However, today they have taken a broader scope and they include almost all aspects that relate to an employee's wellness and personal development in the workplace (Manzini&Gwandure, 2014). Logically, the provision of welfare schemes is to create an efficient, healthy, loyal and satisfied labor force for the organization. The purpose of providing such facilities is to make their work life better and to raise their standard of living (Padmini, 2016). Employee welfare is a comprehensive term that refers to various services, benefits and facilities offered by the employer to employees with a purpose of enriching the life of employees, to keep them happy and contented or satisfied (Manju & Mishra, 2012).

The success of these employees' welfare programmes depends on the approach in which the organization has taken into account. An organization should have a policy that guides provision of such welfare programmes to employees which include medical facilities, sanitary, accommodation of workers, amenities and industrial social security measures, training and education facilities, HIV and AIDS risk reduction and counseling (Harika, 2012). Park (2015) argues that work environment should comprise of issues such as working hours, employment policy, workers' health and welfare, workplace design and the general conduct of workers at the workplace. Staff welfare programmes in both developed and developing society have an impact not only on the workforce but also on the facets of human resources (Manju & Mishra, 2012).

Organizations provide welfare facilities to their employees to keep their motivation levels high. The employees welfare schemes can be classified into two categories namely statutory and non-statutory welfare schemes. The statutory schemes are those schemes that are compulsory to provide by an organization as compliance to the laws governing employee health and safety. In India, these provisions are provided in Industrial Acts like Factories Act 1948, Dock Workers Act (Safety, Health and Welfare) 1986 and Mines Act 1962. The non-statutory schemes differ from organization to organization and from industry to industry (Tiwari, 2014).

Welfare programme is a globally broad concept referring to a state of living of an individual or a group, in a desirable relationship with the total environment – ecological, economic and social. Staff welfare includes both social and economic content of welfare. Social welfare primarily concerned with the solution of various problems of the weaker section of society like prevention of

destitution and poverty. It aims at social development by such means as social legislation, social reforms, social service, social work or social action (Luthans, 2012). Employees are a valuable resource that may contribute in several different ways to an organization's activities if the organization gives them an appropriate chance.

Staff welfare among civil servants is very critical and important for quality service delivery to the public. These services if inadequate, will negatively affect the performance of service delivery in the public sector. Hence, the need to put in place proper mechanisms in order to ensure provision of welfare programmes for employees in the public service. Banu and Ashifa (2012) asserted that improvement of employee morale and spirit be done by addressing the issues of morale. Attitude survey, welfare measures, salary addition from time to time can be some other ways of improving institutional performance and thus reducing employee turnover. Employee welfare measures related to certain additional activities, which an organization may provide like housing facilities, transformation facilities, medical facilities, recreational facilities, cultural facilities, libraries, gyms and health clubs etc. Employers offer these in the hope of winning the satisfaction index of an employee.

In Nigeria, interest in effective use of rewards to influence workers performance to motivate them began in the 1970's. The performance of workers has become important due to the increased concern of human resources and personnel experts about the level of output obtained from workers due to poor remuneration. This attitude is also a social concern and is very important to identify problems that in industrial setting due to nonchalant attitudes of managers to manage their workers by rewarding them well to maximize their productivity. The structure of the Nigerian public sector changed significantly since 2005 due to

regulatory induced consolidation by the Nigerian Government. These reforms were coupled with the global trend that provided compelling reasons for major structural changes to retain

In Kenya, some staff welfare programmes are mandatory, as per the law required while others are optional. The legally required benefits include health insurance, social security contributions and workers compensation (Keitany, 2014). Today, every employee is entitled to medical insurance whether in formal or informal employment (Chapter 4: Articles 42 & 43) on the Bills of Rights). According to Okumbe (2010), the workers compensation insurance is mandatory as it provides coverage for an employee injured while on the job. The disability allowance is also required to provide at least some income for a worker who developed disability due to work-related injury. According to Arero (2013), the cost of employee benefits has been rising in developing world. Due to the magnitude of the expenditure incurred in most organizations, the provision of these benefits has gone down. Progressive organizations have consequently turned to the concept of total remuneration that combines basic salary and employee benefits to attract and retain senior managers (Otieno, 2010). Organizations without remuneration face threats of employee exits leading to high staff turnover thereby increasing operating costs and undermining performance.

Statement of the Problem

Employee welfare programmes help significantly in enhancing the self-confidence and intellectual level of an employee. This eventually increase employee productivity in the workplace leading to improved motivation making the employee to be challenged to take on more challenging tasks and responsibilities. Munyoki (2010) posited that welfare programmes are essential to all employees and in this case the public sector. Welfare includes

everything done for the comfort and improvement of employees apart from wages such as monitoring of working conditions, infrastructure for health insurance, accidental and unemployment benefits for workers and their families, education for children and post-retirement benefits.

Most of the public sectors in Kenya rarely provide overall competitive packages of employee welfare programmes to its employees due to poor HR policies, which results in high rate of staff turnover, low workplace productivity and affect the overall efficiency and performance of the public service (Kamau, 2013). According to Mahia (2014), organizations fail to notify employees of their rights in relation to fringe benefits during their first appointments or promotions. He contends that mismanagement, inequity and communication barriers lead to dissatisfaction amongst employees. Organization expects much more returns from the employees than what it provides for their welfare. Willis (2014) argued that non-competitive compensation, high stress, working conditions, monotony, poor supervision, mismatch between employee and job, inadequate training, and organization practices contribute to employees' discontent hence nonperformance.

Satyanarayan and Redhi (2012) stated that in contrast to previous generations, today's retirees could anticipate a "substantial period of active living". A primary goal of retirement planning is to provide sufficient income to prevent a person's living standard from dropping significantly below pre-retirement levels (Venugopal, Bhaskar & Usha, 2014). Many employees do not prepare, save or invest adequately for retirement and old age. Babu, Jawahar and Bhupathi (2012) suggested that there is a widespread myopia concerning retirement needs. People may fail to save enough, resulting in catastrophic drops in post-retirement income and lifestyle.

On the humanitarian perspective, people deserve fair treatment and respect. Job satisfaction is the reflection of a good treatment and considered as an indicator of emotional well-being or psychological health (Spector, 2011). On the other hand, the utilitarian perspective is that job satisfaction can lead to behavior by employees that affect organizational functioning through strikes, absenteeism or quitting. According to Manzini and Gwandure (2014), differences among organizational units in job satisfaction can be diagnostic of potential trouble spots such as low commitment as well as non-attachment at work.

Public sector has witnessed considerable human capital flight (PWC, 2013). The survey report released on business daily noted increased competition for qualified, trained and experience staff. However, a mismatch in compensation and disparity in disposable incomes rewards, bonuses and allowances for employees is unrepresentative in the public sector (PWC, 2013).

Objectives of the Study

The main objective of this study was to establish the effect of welfare programmes on employees' satisfaction in Public Service Commission in Kenya. The specific objectives were:

- To determine how workers' compensation programmes affect employees' satisfaction in public sector.
- To establish how safety and health programmes in the workplace affect employee satisfaction in public sector.

LITERATURE REVIEW

Theoretical Review

Equity Theory

According to Adams' (1963), theory of equity, individuals seek a fair balance between what they

put into their job and what they get out of it. Adams used the terms inputs and outputs to refer to the two, respectively. Adams stated that inputs typically include effort, loyalty, hard work, commitment, skills and ability. Others were adaptability, flexibility, tolerance, determination, heart and soul. He further added to inputs, the enthusiasm, trust in our boss and superiors, support of colleagues and subordinates, and personal sacrifice. He expounded that outputs are typically financial rewards (pay, salary, expenses, perks, benefits, pension arrangements, bonus and commission) plus intangibles (such as recognition, reputation, praise and thanks, interest, responsibility, stimulus, travel, training, development, sense of achievement, advancement/growth, and promotion). Equity theory concerns the worker's perception of how he/she is being treated (Essay, 2012).

To form perceptions of what constitutes a fair balance or trade of inputs and outputs individuals compare their own situation with other 'referents' (such as colleagues, friends, or partners) in the market place (Kerry, 2015). If individuals feel that their inputs are fairly and adequately rewarded by outputs (or are equal to other employee outcomes over inputs) they experience justice and are therefore happy in their work and motivated to continue contributing to the organization at the same level. On the contrary, if individuals perceive that their inputs out-weigh the outputs (or are unequal to other employee outcomes over inputs) then they experience injustice and thus become demotivated in relation their job and employer (Susanne, 2011). It is, realized that dissatisfaction results from the discrepancy between the expectations and reality, although it could also be said that those expectations relates to a person's needs. This stream of thought, also mentioned by Tiwari (2014), encompasses the wide variety of social judgment theories, equity theory, social comparison and the judgments people make based

on values of fairness or justice and the perceived distribution of equities in a group, as well as social judgment encountered in reference group studies.

The implication of this theory in management is that the manager must always ensure that he is fair and equitable. This calls for a more dynamic approach to problem of employee motivation in an organization. The notice of equity is the major force. When there is an unequal comparison of ratios, the person experiences a sense of inequity. The feeling of inequity might arise when an individual's ratio of outcomes to inputs is either less than, or greater than, that of other people (Carrel & Dittrich, 2009). For example, workers prefer equitable pay to overpayment. A feeling of inequity causes tension, which is an unpleasant experience. The single most important idea for managers to remember about equity theory is that if rewards are to motivate employees, they must be perceived as being equitable and fair. However, different employees have different sense towards basis for a reward and this may result in problems. This theory supports the variable on workers compensation saying that organizations should consider employees' equal opportunities.

Socio-Conflict Theory

According to Ritzer (2000), conflict theorists are oriented toward the study of social structures and institutions. Dahrendorf and Simmel (2011) who were ardent proponents of the social conflict theory had opined that every society at every point in time was subject to processes of change. For them, many societal elements contribute to disintegration and change, but maintain orderliness through power. Menon (2015) was the major exponent of two faces of society (conflict and consensus) and the need for sociological theory to be split into two, namely conflict theory and consensus theory. He, however, constructed a single theory 'conflict theory of society' and argues that 'the differential distributing

of authority invariably becomes the determining factor of systematic social conflict'. Naturally, the management and workers are often antagonistic to each other. The management through a strong management philosophy seeks to maximize profit (financial resources), maintain the status-quo and minimize the organization's expenses on running cost including wage bill the workers, on the other hand, through Union Power attempt to extricate themselves from a relative deplorable and oppressed state. The conflict is pursuit of incompatible goals for which one party gains at the expense of the other (Gueskiewicz, 2015) and an opposition that may not break out into open dispute or physical violence (Hackman & Oldham, 2011). This theory supports variable on safety and health programmes in the workplace by saying that organizations should provide conducive work environment and considerable medical insurance cover for employees.

Functional Theory

The study adopted the functional theory of labor welfare which is also known as the efficiency theory which suggest that welfare work can be used as a means of securing, preserving and developing the efficiency and productivity of labor (Shekhar, 2013). The theory states that if an employer takes good care of his work force, they tend to be more efficient by improving production. Shekhar (2013) stated that programmes for housing, education, training, provision of balanced diet and family planning measures are important for labour welfare as they increase the efficiency of workers in underdeveloped countries. This theory states that a fully mentally and physically satisfied worker is the most efficient. Employee welfare is a means to keep industrial workers content so they may work effectively. This theory suggests that welfare can be used as a means of securing, preserving and developing the efficiency and productivity of labor.

The theory is helpful in understanding the characteristics of labour force as reflected on the contemporary support for labour and it worked well if the employer and employees have the same goal of achieving higher production through better welfare. The theory is adopted in the study since welfare services affect performance of any labour force. It is obvious that if an employer takes good care of his workers, they will tend to become more efficient. According to this theory, the employer has an obligation or duty towards its employees to look after their welfare. The constitution of India also emphasizes this aspect of labour welfare. The impact on efficiency plays an important role in welfare services, and is based on the relationship between welfare and efficiency, though it is difficult to measure this relationship (Luthans, 2012).

Programmes for housing, education and training, the provision of balanced diet and family planning measures are some of the important programs of labour welfare, which increases the efficiency of the workers, especially in underdeveloped or developing countries. The development of the human personality is given here as the goal of industrial welfare, which, according to this principle, should counteract the baneful effects of the industrial system. Therefore, it is necessary to implement labour welfare services. Both inside and outside the factory, that is, provide intra-mural and extra-mural labour welfare services. Totality of Welfare emphasizes that the concept of labour welfare must spread throughout the hierarchy of an organization (Sin et al., 2004). Employees at all levels must accept this total concept of labour welfare program will never really get off the ground. The theory is helpful in understanding the characteristics of labour force as reflected on the contemporary support for labour and it worked well if the employer and employees have the same goal of achieving higher production through better welfare. This theory supports variable on employee

satisfaction by saying that an organization benefits in securing, preserving, and developing the efficiency and achieving high productivity.

Conceptual Framework

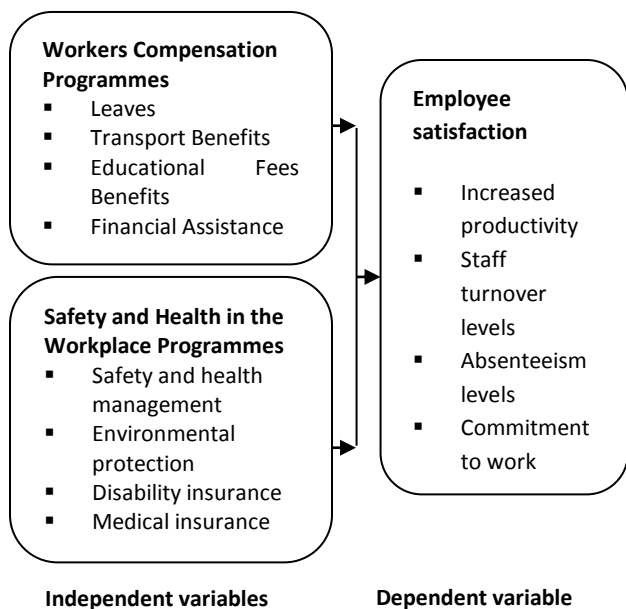


Figure 1: Conceptual Framework

Workers Compensation Programmes

Employee benefits are some non-wage compensations granted to the employee while he or she is away from work. Such benefits are paid during different situations such as when going on a vacation, when sick, or annual events like on Christmas (Sullivan, 2010). Working compensation programs in this section include; annual leave, family leave, childcare program, sick days, transport benefits, education fees benefits and financial assistance.

Annual leave is a legal entitlement to an employee. The length of an annual leave varies among employers but ranges, on the average, between four working weeks and seven working weeks. Employees are entitled to full compensation during their annual leave. Indeed some organizations pay

leave allowances as added benefits that meet specific needs during the vacation. In addition to annual leave, employees are also legally entitled to leave on public holidays with pay; such holidays include National days like Easter Monday (Okumbe, 2010). Paid leave, vacation and/or sick time are common benefits, but the amount and schedule of accrual varies greatly from employer to employer. Some organizations pay the employee for unused vacation, which can be subject to state laws, while others do not (Connors, 2012). Annual leave which many employees view as a way of relaxation tends to relax the minds of employees outside the work place while providing satisfaction for their job. Leaves give the employees a sign of satisfaction as they feel appreciated and valued by the employer.

Family leave, which includes maternity leave, paternity leave, and adoption leave, provides for paid or unpaid time off from work after the birth or adoption of a child (Doyle, 2011). Professionals working in universities and research institutions take Sabbatical leaves for a period not exceeding one year. This enables employees to be involved in research and publication of activities, which enhance their knowledge thereby contributing directly to the organization. In addition, a sabbatical leave helps to reduce stress and monotony of jobs among employees.

Employees may receive paid or unpaid sick days as part of their employee benefit package. The amount of sick days employees receive varies depending on company policy and seniority. The amount of sick time given to an employee typically ranges from five to ten days, though employers may offer more or less time. Some companies may require a note from a physician that verifies illness before approving the use of a sick day. Security and health benefits include; Workers compensation programmes that protect employees, dependents and survivors against income loss resulting from total disability or

death, medical expenses and rehabilitation expenses (Cascio, 2010). It covers all job related injuries and illnesses where payments are made through insurance programmes (Vijayarani& Suresh, 2015). Employees' needs are cater for they are fully motivated. In today's dynamic environment, the highly motivated employees serve as a synergy for accomplishment of company's goals, business plans, high efficiency, growth and performance.

Relocation benefits must not only lessen the financial burden but also ease the moving process itself. It includes picking up part or all of the cost of the following: moving possessions, looking for a new house, closing costs on a home at settlement including agent fees, and interim living expenses, companies need to know that if they want to recruit, then they have to offer relocation packages (Eskildsen, Kristensen&Antvor, 2015). Relocation assistance enables employees to meet their relocation costs during transfer, which include transportation of household goods and temporary living and traveling expenses. It can also extend to new employees to attract them to an organization. Employers reexamine the issue of whether corporate relocation assistance programs for transferred employees affect sale prices of single-family homes. A good employer provides relocation charges to its staff when they moved from one place to another. Relocation benefits lead to job satisfaction despite providing travel benefits to the employees. Offering the benefits facilitate faster settlement for the employees thereby reducing stress to individuals. Some of major organizations provide opportunities of personal growth and development for its employees. It is necessary to invest in employees in order to develop human capital required by firm and to increase its stock of knowledge and skills.

Transport benefits can be in the form of monthly transport allowance, car allowance, company car or vanpooling. Transport and car allowances are monthly benefits, which enable employees to meet their house-to-office transport costs comfortably. A company car is probably the most valued of transport benefits because of its emotive impact since a car is a very visible and prestigious benefit. The financial and social benefits of using a company car are enormous as far as the employee is concerned. Vanpooling is a situation where an organization buys vans, which are used, by a number of employees at the same time. The kind of method of transport chosen by an organization depends on its financial ability and the intended impact of the method on employee motivation and reduced turnover (Alaranta&Maarit, 2014). Provision of transportation by employer have been and continue to be very popular to employees. Employers may give their employees a choice between receiving (taxable) cash or (tax-free) transportation benefits. Limits on the value of the transportation benefits allow employees to exclude certain amounts from income. A qualified transportation benefit plan may provide a tax-saving opportunity for both employers and employees (Sarvesh, 2011). Transport benefits ease movement among the employees leading to satisfaction and better performance.

Educational fees benefit program refunds employee's money spent on their tuition and enable the employees to gain additional knowledge, skills and expertise for their personal benefit as well as enhanced organizational productivity. Some organizations pay educational fees for the tuition of children of their employee's up to a certain academic level and age. Educated workers have confidence compared to their less endowed counterparts in terms of education. Employers may decide to give soft loans to employees for short-term obligations such as hardships, household

purchases and buying a car at favorable interest rates. An organization can arrange for provision of long-term loan for house purchase at defined and subsidized interest payments (Manasa & Krishnanaik, 2015).

Safety and Health Programmes in the Workplace and Employee Satisfaction

Accidents commonly occur in organizational operations. The consensus among safety professionals is that upwards of ninety percent (90%) of all accidents occurring in the workplace may be attributed to behavioral factors. Increasing employee job satisfaction is as important as eliminating physical hazards in the workplace. Safety and health principles are universal, but how much action is needed will depend on the size of the organization, the hazards presented by its activities, the physical characteristics of the organization, products or services, and the adequacy of its existing arrangements. Many of the features of effective safety and health management are analogous to the sound management practices advocated by proponents of quality management, environmental protection, and business excellence. Commercially successful companies often excel at safety and health management as well, precisely because they apply the same efficient business expertise to safety and health as to all other aspects of their operations.

Besides reducing costs, effective safety and health management promotes business efficiency. Thousands of work-related accidents, resulting in more than three days off work are reported to the Health and Safety Authority each year. Work-related diseases and ill health are more difficult to measure due to their long latency period but result in excess of one million days lost at work each year. These accident and ill health cases are due to failures and deficiencies in the occupational safety and health management in organizations. Safety

and health management in the workplace involves protecting people and developing a safety culture between employers and employees.

The Safety, Health and Welfare at Work Act 2005 (2005 Act) require organizations to ensure, so far as is reasonably practicable, the safety, health and welfare of employees. It emphasizes on how to manage and conduct work activities in such a way as to ensure their safety, health and welfare. This requires pro-activeness in managing safety, health and welfare responsibilities and dealing with them in a systematic way. This guidance should help organizations to improve their safety and health performance by providing advice on how safety and health should be managed, and in the process help them to comply with their legal requirements. The proactive management of safety and health in the workplace helps organizations prevent injuries and ill health at work. This guidance should help organizations reduce the personal loss caused because of accidents and ill health at work.

Organizations that manage safety and health programmes successfully invariably have a positive safety culture and active safety consultation programs in place. Successful organizations can establish and maintain a culture that supports safety and health. Effective safety and health programmes policies should set a clear direction for the organization to follow. They contribute to all aspects of business performance as part of a demonstrable commitment to continuous improvement. Cost-effective approaches to preserving and developing human and physical resources reduce financial losses and liabilities. In a wider context, stakeholders' expectations, whether they are shareholders, employees or their representatives, customers or society, can be met. The organization should formulate a plan to fulfill its safety and health programmes policy as set out in the Safety Statement.

For effective implementation, the organization should develop the capabilities and support mechanisms necessary to achieve its safety and health policy, objectives and targets. All staff should be motivated and empowered to work safely and to protect their long-term health, not simply to avoid accidents. The arrangements should be underpinned, by effective staff involvement and participation through appropriate consultation, use of the safety committee where it exists, and representation systems. Safety and health should also be sustained by effective communication and the promotion of competence, which allows all employees and their representatives to make a responsible and informed contribution to the safety and health effort.

The organization should measure, monitor and evaluate its safety and health performance. Performance can be measured against agreed standards to reveal when and where improvement is needed. Active self-monitoring reveals how effectively the health and safety management system is functioning. Self-monitoring looks at both hardware (premises, plant and substances) and software (people, procedures and systems, including individual behavior and performance). If controls fail, reactive monitoring should find out why they failed, by investigating the accidents, ill-health or incidents that could have caused harm or loss. Medical services help to keep the employees in good health therefore reducing absenteeism. It enables the organizations to attract and retain competent career personnel and it encourages all employees to work enthusiastically towards the efficient and effective achievement of organizational goals.

Employees Satisfaction

Staff welfare among civil servants is very critical and important for quality service delivery to the public. These services if inadequate negatively influence

the performance of service delivery in the public sector. Hence, proper mechanisms should be put in place to ensure that welfare services are adequately provided for to the civil servants. Shrinivas (2013) asserted that improvement of employee morale and spirit could be done by addressing the issues of morale. Attitude survey, welfare measures, salary addition from time to time can be some other ways of improving financial performance and thus reducing employee turnover. Employee welfare measures relate to certain additional activities which may be provided by an organization like housing facilities, transformation facilities, medical facilities, recreational facilities, cultural facilities libraries, gyms and health clubs etc. Employers offer this in the hope of winning the satisfaction index of an employee.

Nanda and Panda (2013) suggested that the employee welfare facilities help significantly in enhancing the self-confidence and intellectual level of an employee. This will eventually increase employee productivity in the workplace leading to improved motivation making the employee 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 employee's welfare. Mohan and Panwar (2013) argued that welfare facilities and especially recreation services, account for healthy individuals besides increasing among their happiness and emotional quotient. Once employees are happy they will have a positive attitude towards work leading to higher service delivery within the organization. Kirsch (2009) was of the opinion that employee 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 employee and the organization as a whole.

(Mathew et al., 2012) advocated that employee welfare measures serve as an oxygen for motivation of the workers and increase not only the effectiveness of the workforce but also creativity in solving unique organizational challenges, this will eventually lead to attainment of higher level of financial performance and high service delivery in an organization. Staff welfare is one of the corporate commitments to demonstrate care for employees at all levels, underpinning their work and the environment in which it is performed (Jeon, 2012).

The International Labour Organization (ILO) broadly classifies welfare services into two; intra-mural activities which are provided within the establishment such as latrines and urinals, drinking water, washing and bathing facilities, crèches, rest shelters and canteen, drinking water, arrangements for prevention of fatigue, health services including occupational safety, uniform and protective clothing and shift allowances. Extra-mural activities which are undertaken outside the establishment such as maternity benefits, social insurance measures like gratuity pension, provident fund and rehabilitation, physical fitness and efficiency, family planning and child welfare, education facilities, housing facilities, recreational facilities including sports, cultural activities, transport to and from the place of work (Bertera, 2010). These may be statutory and voluntary welfare services, which comprise the legal provision in various pieces of labour legislation, and activities, which are undertaken by employees for their workers voluntarily respectively (Ankita, 2010).

The purpose of providing such facilities is to make their work life better and to raise their standard of living. Usha, Priya and Shakthi (2014) argues that the role of welfare activities is to promote economic development by increasing efficiency and productivity with the underlying principle being

making workers give their loyal services ungrudgingly in genuine spirit of co-operation and the general well-being of the employee. Despite this, Bertera (2010) points out that naturally welfare services may not directly relate to an employee's job but the presence or absence of the services is notable through employee performance, attitude, high or low labour turnover.

The workforce provides essential service to the public in Kenya and thus their labour welfare activities need to address the same. Manzini and Gwandure (2011) argues that, welfare services can be used to secure the labour force by providing proper human conditions of work and living through minimizing the hazardous effect on the life of the workers and their family members. Provision of welfare services such as housing, medical assistance, canteens and recreation facilities may supplement the income of the workers (Golaszewski & Yen, 2012). Further, welfare facilities help in raising employees' standards of living.

Empirical Review

Kahn's model (2011) described employee welfare schemes as those measures that aim at promoting physical, psychological and general well-being of the working class. The basic aim of welfare schemes in an industry is to improve the living and working conditions of the employee and their families because the employee's well-being cannot be achieved in isolation of the employee from his family. Maslach (2012) stated that welfare schemes include some or all of the amenities provided in or near the organization and related to the working and living conditions. These facilities include canteens and nourishment facilities, transport arrangements, recreational services, housing schemes, education and training of employees, pension, bonus, medical facilities, childcare facilities, personal counselling etc. Welfare schemes

are a means to improve the productivity and efficiency of the employees. The employers are motivated to provide these facilities if it favourably affects their prosperity, profits and public image.

Resma and Basavraju (2013) stated that the employee welfare is a comprehensive term including various services, benefits and facilities offered to employees of the organization. Logasakthi and Rajagopal (2011) revealed that the employees enjoy not only the satisfaction of their jobs but also various facilities given by the organization. The International Labour Organization extends their maximum support for the improvement employee welfare in the organization. The management should provide all the health safety and welfares to the employees that help to produce better performance in the work and working environment. Srinivas (2012) identified welfare facilities and employee's satisfaction level about welfare facilities adopted such as welfare facilities like medical, canteen, working environment, safety measures etc., are provided organizations and most of the employees are satisfied with the welfare facilities adopted by the organizations towards the employee's welfare.

Nanda and Panda (2013) stated that an organization should adopt a better kind of welfare activities, which create an effective working environment and thus better productivity. An organization should provide different kind of welfare schemes like medical allowance, death relief fund, insurance, housing and transportation facilities recreation club etc. to the employees to maintain the industrial relation better one. Organization's premises and departments should be maintained in healthy manner as well as proper safety measures.

Sabarirajan (2010) stated that employee welfare is an area of social welfare conceptually and operationally. It covers a broad field, connotes a state of well-being, happiness, satisfaction,

conservation and development of human resources, and helps to motivate employees. According Joseph et. al. (2011), organizations should provide welfare facilities to their employees to keep their motivation levels high. The employee welfare schemes could be classified into two categories viz. statutory and non-statutory welfare schemes. The statutory schemes are those schemes that are compulsory to provide by an organization as compliance to the laws governing employee health and safety, these include: canteen facilities, drinking water, proper and sufficient lighting, facilities for sitting, changing rooms, first aid appliances, latrines and urinals, washing places, spittoons, rest rooms. Non-statutory welfare schemes may include personal health care, flexi-time, employee assistance programs, harassment policy, employee referral scheme, medical claim insurance scheme.

Satyanarayana and Reddi (2012) stated that health, safety and welfare are the measures of promoting the efficiency of employee. The various welfare measures provided by the employer may have immediate impact on the health, physical and mental efficiency alertness, morale and overall efficiency of the worker and thereby contributing to the higher productivity. Employee welfare covers an ample field and connotes a state of wellbeing, happiness, satisfaction, protection and enlargement of human resources and also helps to motivation of employee. Every organization should provide statutory and non-statutory welfare measures but some organization provides some more welfare facilities to the employees and their quality of work life. The prime aim of our nation is to achieve maximum possible economic development to achieve higher standard of living for workers in the country. In spite of all the modern technology and all the systems of controls coming into wide spread use, staff still remain the most important factor in production process. Government, employers and

trade unions have done a lot to promote the betterment of worker's conditions.

Workers Compensation Programmes

Kariuki (2013) did survey on the perception of staff welfare programmes in large manufacturing firms in Nairobi. To satisfy the objective of the study, a research survey was designed and data was collected, using a structured questionnaire, administered by a drop and pick method. The study established that majority of the firms (94.4%) provided employees with staff welfare programs. These included programmes like sickness, bereavements and counselling programs among others. Further, the study established through the analysis of research data that employees perceived welfare programmes more favourably. These included medical covers, counseling programmes, salaries and relocation benefits.

Chukwunye and Amgbare (2010) examined staff welfare and organization's productivity using Patani Local Government Council in Delta State, Nigeria as a reference. The methodology was primarily qualitative and involved use of In-depth Interviews (IDIs) and Focus Group Discussions (FDGs) to secure information from employees at the Council. They used motivational models and Dahrendorf's conflict theory as the theoretical framework. The theory presupposes social change as an inevitable outcome of activities of societal elements, typified in the contrasting positions of the management and employees that could retard motivation and employee performance. Data revealed general awareness about staff welfare among the employees and ability to identify the elements of welfare. There was absence of staff welfare in the council. The working environment was poor, in terms of office accommodation and furniture, lack of working materials, scarcely available monetary incentives, unreliable health, and safety facilities, which altogether reduce morale (job satisfaction)

and efficiency in job performance. In recommendation, pragmatic efforts to enhance employees' job capabilities through training, improved working conditions and general welfare in order to elicit job satisfaction and motivation for increased productivity.

Kemboi et al (2013) examined staff welfare as an antecedent to service delivery among civil servants in Kenya a case study of Nandi County. The study adopted explanatory research design. The researchers used stratified random sampling techniques to select 350 employees of Nandi County. Data collections were through questionnaires, which were analyzed using both descriptive and regression analysis. Descriptive findings revealed that there was a low level of safety, health and retirement plans services for the employees of Nandi County. Nevertheless, there existed high levels of flexible scheduling services among employees. Further analysis indicated that safety and health, retirement plans and flexible scheduling in the workplace have significant effect on service delivery, thus the need for this study to address staff welfare issues.

Safety and Health Programmes in the Workplace and Employee Satisfaction

Allender, Colquhoun and Kelley (2011) found that workplace health leads to job satisfaction despite providing health benefits to the employees. Eaton, Marx, and Bowie (2007) studied various employee welfare programs in United States institutions and its impacts on health behavior and status of faculty and staff. The data was collected through the application of computer-assisted telephone interviews, self-administered mail questionnaires and computer-assisted personal interviews. 67.2% of the results reflected that health promotions could attract and retain skilled faculty and staff. The study concluded that employee wellness programs

have positively impacted on the health and well-being of employees increasing on service delivery.

Grawitch (2007) examined the affiliation between diverse workplace practices, which comprised of safety and health practices and satisfaction level in terms of commitment and turnover intention in universities. A web-based survey was conducted on 152 university faculties and staff through a college distribution list. The results asserted that the health and safety practices positively relate to employee job satisfaction in terms of turnover intentions. As a result, it is significant to identify and understand the needs of human capital in order to enhance performance and service delivery in the form of individual basis and the organization as a whole. Haines, Davis, Rancour, Robinson, Wilson, and Wagner (2007) studied on the effectiveness of the 12-weeks walking program in improving the health of employees. After attending a study orientation, 125 college faculties and staff were requested to complete Godin Leisure Time exercise questionnaires in order to seek their current physical activity status. The results emphasized that the health promotion programs positively impacted on the welfare of employees and service delivery.

Employee Satisfaction

According to Bowen (2010), there is a strong link between employee satisfaction and customer satisfaction, between customer satisfaction and future revenue. The success of any company is directly link to the satisfaction of the employees who embody that company while retaining talented people is critical to the success of any organization Hackman (2013). Studies show that businesses that excel in employee satisfaction issues reduce turnover by 50% from the norms, increase customer satisfaction to an average of 95 % and lower labor cost by 12% (Bertera, 2010).

In a unique study conducted by Harter et al. (2011), based on 7,939 business units in 36 organizations, the researchers found positive and substantive correlations between employee satisfaction-engagement and the business unit outcomes of productivity, profit, employee turnover, employee accidents, and customer satisfaction. The predominant view has focused on the situational context (supervisory support) as a cause of satisfaction. This has argued high-performance work practices and thus a positive working climate foster employee satisfaction (Bowen & Ostroff, 2010).

RESEARCH METHODOLOGY

A descriptive design was preferred for this study. The method was preferred since it is more precise and accurate as it involves description of events in a carefully planned way (Babbie, 2012). The target population of this study was the management staff working at the Public Service Commission in Kenya. The study focused particularly on the top, middle and lower level management staff who were directly dealing with the day-to-day management of the organization since they were the ones conversant with the subject matter of the study. Therefore, the researcher intended to examine a sample of staff drawn from the population of 213 management staff working at PSC. The population under study in this research was heterogeneous.

Stratified random sampling technique was used to select the sample. The study grouped the population into three strata that is senior managers, middle level managers and low-level managers. From each stratum, the study used simple random sampling to select 137 respondents. The technique was the most appropriate in that it allowed the researcher to use statistical methods to analyze sample results. The sampling technique was used because the population of the study was heterogeneous.

The researcher designed questionnaires with both primary and secondary data. Primary data consisted of questionnaire covering effects of welfare programmes on employees' satisfaction in the public sector. The questionnaire contained both structured and unstructured questions. The researcher used the drop and pick method of collecting primary data (Kinyanjui, 2015). The study used pilot test for the data collection instrument. This assisted in detecting the reliability of the instrument and mirrors the main survey (Abok, 2013).

Content validity used in this study was to measure the degree to which data was collected using a particular instrument represents a specific domain or content of a particular concept.

Before processing the responses, the researcher edited completed questionnaires for completeness and consistency. The researcher coded the data and then grouped data into various categories.

DATA FINDINGS, ANALYSIS AND DISCUSSION

The study targeted 213 management staff working at PSC. Out of 137 questionnaires administered, a total of 102 filled questionnaires were returned giving a response rate of 74.45% which was within what Pole and Lampard (2010) prescribed as a significant response rate for statistical analysis and established at a minimal value of 50%.

The study sought to enquire on the respondents' general information including, gender, age, level of education and length of service with PSC. Based on gender of the respondents, the findings showed male were 57% while female were 43%. These findings implied male were more than female in management position in the Public Service Commission. The study sought to establish the age of the respondents. The findings showed that 59% of the respondents were aged between 36 and 45 years, 29% were aged between 25 and 35 years, 7%

indicate 45 years and above, whereas 5% of the respondents were aged between 36 and 45. The respondents were requested to indicate their highest levels of education. From the findings, 63.7% of the respondents indicated that had Bachelor's degree, 30.4% indicated masters, and 4.9% indicated that they have a diploma as their highest academic qualification whereas 1.0% indicated the certificate. This finding implies that respondents were literate enough to interpret the topic of the study. The respondents were requested to indicate the duration of time they had worked with PSC. The findings indicated that 32.4% have worked in the organization between 16-20 years, 26.5% indicated 21 years and above, 22.5% noted between 11 and 15 years, 11.8% indicated between 6 and 10 years while 6.9% 0 and 5 years. The finding implied that majority of the respondents had worked in the organisation long time enough and were well conversant with effects of welfare programmes on employees' satisfaction in public sector in Kenya and therefore they gave relevant information for the study.

The respondents were requested to indicate the department they serve in the organisation. The findings revealed that 60 were in Human resource department, 30 were in corporate strategy department whereas 12 serve in information technology department.

Welfare Programmes and Employee Satisfaction

The respondents were to note the way welfare programmes affected employee satisfaction. Respondents said that welfare programmes increased the efficiency of the employee since the programmes acted as motivator to them.

According to the findings 32.4% of the respondents indicated that employee satisfaction was high in their organization, 26.5% noted very high, 22.5% indicated average satisfaction of the employee, and 11.8% noted poor whereas 6.9% of the respondents

indicated that employee satisfaction is very poor in their organization.

Workers Compensation

The study sought to know how workers compensation programmes affected employee satisfaction. The respondents indicated that workers compensation programmes increased the competitive spirit in the organization, which lead to increase in efficiency in service delivery. As per the findings 46.1% of the respondents indicated that workers compensation programmes affect employee satisfaction to a very great extent, 38.2 % indicated great extent, 11.8% indicated that workers compensation programmes affected employee satisfaction to a moderate extent, 2.9% noted little extent whereas only 1.0% indicated that workers compensation programmes had no effect on employee satisfaction. This finding implied that workers compensation programmes affected employee satisfaction to a very great extent.

From the findings, the respondents strongly agreed that financial assistance affected employee satisfaction in PSC to a very great extent. They also insinuated that the workers compensation programmes that affected employee satisfaction in PSC to a great extent include educational fees benefit, leaves and transport benefits. They however indicated that relocation benefits had a moderate effect on employee satisfaction in PSC. Shrinivas (2013) asserted that improvement of employee morale and spirit could be done by addressing the issues of morale. Attitude survey, welfare measures, salary addition from time to time can be some other ways of improving financial performance and thus reducing employee turnover. The findings agreed with study of Mohan and Panwar (2013) who urged that that welfare facilities and especially recreation services, account for healthy individuals besides increasing among their happiness and emotional quotient. Once employees

are happy they will have a positive attitude towards work leading to higher service delivery within the organization. Further, Nanda and Panda (2013) suggested that the employee welfare facilities help significantly in enhancing the self-confidence and intellectual level of an employee. From the findings, it was clear that the employees at PSC were satisfied with pay administration and pay structure. The amount of pay raise/increase/amount of annual increment awarded, the salary received in relation to job group and pay policy satisfied them. They were also moderately satisfied with pay differences among job groups. The size of base salary (pay level), pay compared to similar jobs in other institutions and pay administration/ timely payment of salary by the bank satisfied them. Cascio (2010) who noted that security and health benefits include supports the findings; Workers compensation program that protect employees, dependents and survivors against income loss resulting from total disability or death, medical expenses and rehabilitation expenses.

Safety and Health Programmes

As per the findings 52% of the respondents indicated that Safety and Health affected employee satisfaction to a great extent, 33.3 % indicated a very great extent, 10.8% indicated that Safety and Health affects employee satisfaction to a moderate extent, 2.9% noted little extent whereas only 1.0% indicated that Safety and Health had no effects on employee satisfaction. This finding implied that Safety and Health at work place affected employee satisfaction to a great extent.

According to findings, respondents agreed that other aspects that affect employee satisfaction to a great extent included safety and health management, disability insurance and environmental protection. Respondents also were neutral that medical insurance affected employee satisfaction to a moderate extent. The results of the

findings are in agreement with Haines, Davis, Rancour, Robinson, Wilson, and Wagner (2007) studied on the effectiveness of the 12-weeks walking program in improving the health of employees. Furthermore, Grawitch (2007) examined the affiliation between diverse workplace practices, which comprised of safety, and health practices and satisfaction level in terms of commitment and turnover intention in universities.

Employee Satisfaction

According to the findings 63.7% of the respondents indicated that employee satisfaction affected the organization to a great extent, 30.4 % indicated great extent, 4.9% indicated that employee satisfaction affected organization to a moderate extent whereas only 1.0% indicated that employee satisfaction effected on organization to a little extent. This finding implied that employee satisfaction affected organization to a great extent.

The findings showed that respondents agreed that loyalty towards the organization affected organization. They again agreed that, less absenteeism and commitment to work affected organization to great extent. However, respondents were neutral that low staff turnover and increased productivity affected organization to a moderate extent.

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

The finding results showed that workers compensation affected employee satisfaction to a very great extent. Furthermore, the respondents strongly agreed that financial assistance affected employee satisfaction in PSC to a very great. The findings also insinuated that the workers compensation programmes that affect employee satisfaction in PSC to a great extent included educational fees benefit, leaves and transport

benefits. Relocation benefits had a moderate effect on employee satisfaction in PSC. The findings agreed that improvement of employee morale and spirit could be done by addressing the issues of morale. Attitude survey, welfare measures, salary addition from time to time can be some other ways of improving financial performance and thus reducing employee turnover. The findings concurred that welfare facilities and especially recreation services, accounted for healthy individuals besides increasing among their happiness and emotional quotient. Once employees are happy they will have a positive attitude towards work leading to higher service delivery within the organization. Further, it was noted that the employee welfare facilities help significantly in enhancing the self-confidence and intellectual level of an employee.

According to findings clear safety and health programmes, disability insurance and environmental protection findings were also neutral that medical insurance affects employee satisfaction to a moderate. The results of the findings are in agreement with Haines, Davis, Rancour, Robinson, Wilson, and Wagner (2007) studied on the effectiveness of the 12-weeks walking program in improving the health of employees. Grawitch (2007) examined the affiliation between diverse workplace practices, which comprised of safety, and health practices and satisfaction level in terms of commitment and turnover intention in universities.

This finding implied that employee satisfaction affects organization to a great extent. The findings showed that loyalty towards the organization affects organization to a great extent. The findings further noted that, less absenteeism and commitment to work affects organization to great extent. However, respondents were neutral that

low staff turnover and increased productivity affects organization to a moderate extent

Conclusion

Based on the research findings, the study concludes workers compensation programmes affect the employee satisfaction in public sector. The study established that financial assistance affects employee satisfaction in PSC. Furthermore, the research deduced that workers compensation programmes that affect employee satisfaction in PSC are educational fees benefit, leaves and transport benefits and relocation benefits. The study also noted that employees at PSC were satisfied with pay administration, pay structure, amount pay raise/increase/amount of annual increment awarded, the salary they received in relation to their job group, pay policy consistency's, pay administration/ timely payment of salary by the bank and size of base salary (pay level). However employee were not satisfied with pay differences among job groups as well as pay compared to similar jobs in other institutions.

The study further concludes that safety and health programmes at work place affects employee satisfaction. According to findings, clear safety and health programmes affect employee satisfaction. The study established that other aspects that affect employee satisfaction include security policy, environmental protection and medical insurance.

Recommendations

The study recommends that management staff of Public Service Commission should introduce workers compensation in their organization since it has a positive effect on employee satisfaction. Example of compensation that managers should focus in includes; financial assistance, educational fees benefit, leaves and transport benefits and relocation benefits, pay administration, pay structure and amount pay raise/increase/amount of annual increment awarded. The management staff

of PSC should also ensure that the employees receive their salary in relation to their job groups and the payment should be on time. The study further recommends that management team of PSC should assess the salaries paid by other institutions in the same job groups as that of the employees to ensure that they are in consistency.

The study further recommends that management staff of Public Service Commission should ensure safety and health at work place in order to enhance employee satisfaction. The organisation should have a well-established open door policy in the organisation and any other issues that relates to the employees. The study recommends that the safety and health programmes channel in the organisation should be clear and reliable to all employees. The study further advises the PSC management to uphold environment protection in the organisation, which will be favourable to the employees. In addition, PSC should come up with medical insurance to cater for the employees medical needs.

Suggestions for Further Studies

This study advocates for further studies to be carried out in other areas. Such areas may include identifying other factors, which have effects on the employee satisfaction in public service sector.

Further studies on this topic could be carried out over a longer period. Such a longer period could be helpful given that significant effects of restructuring on the employee satisfactory could take a longer period than one year to be realized as considered in this study. Further studies could be carried to investigate the challenge public sector faces in when carrying out employee satisfaction. Future study can be done using other sectors such as Teachers Service Commission apart from Public Service Commission.

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