

**IMPACT OF WELFARE FACILITIES ON THE PERFORMANCE OF
EMPLOYEES IN NGOs IN NAIROBI
A CASE OF KENYA RED CROSS NAIROBI BRANCH**

BY

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Requirement for the Award of a Master of Arts Degree in Project Planning
and Management of the University of Nairobi**

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DECLARATION

This research project report is my original work and has not been presented for a degree in any university or any other institution of higher learning.

Signed _____

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This research project report has been submitted for examination with my approval as the university supervisor.

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DEDICATION

This research project is dedicated to my late grandmother and family from Nepal and the people of Kenya.

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I wish to express my sincere appreciation to several people without whom this research work would not have succeeded. My deep appreciation goes to the entire administration of Nairobi University for granting me a chance to study with them.

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ABSTRACT

The main aim of the paper is to know the welfare facilities strategy implementation at Kenya Red Cross. Welfare facilities include statutory and non-statutory facilities i.e. health facility, good work place, working environment, good food and so on which help in motivation of the staff to achieve objectives. The environmental conditions facing many firms have changed rapidly. Today's global competitive environment is complex, dynamic, and largely unpredictable. The study reviewed on the facilities provided by organization to its staff and the impact of these facilities in the performance of employees. This study was conducted through a case study and it was considered suitable as it allows an in-depth study of the subject on impact of welfare facilities on the performance of employees in NGOs. The study used primary data collected from the management and staff members of Kenya Red Cross Society. Using an interview guide, the researcher interviewed eight top, nine middle level and nine lower level staff from the Nairobi branch of the Kenya Red Cross Society. Content analysis was used to analyze the data. The study draws a conclusion that welfare facilities provided to employees at Kenya Red Cross Society clearly shows the positive impact in the performance of its employees. Kenya Red Cross Society's objectives regarding employees welfare are to improved livelihoods, increase contribution to national policy, enhance community ownership and to increase access to services. In order to achieve successful strategic implementation, Kenya Red Cross Society has to address challenges such as lack of funds, inefficiency in governance, lack of cooperation in the implementation of strategic plan, poor networking with other NGOs, ineffective communications, limited capacity, unfamiliarity with organizational strategic approaches, disparity in remuneration among NGOs and political interference. The study recommends that when an organization applies for its own long term and short term it's should also look after the individual objectives. Organization can achieve its objectives only when its employees are happy and committed to their work. Employees can focus on their job only when they are stress free for these welfare facilities plays an important role in every organization.

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CHAPTER ONE

INTRODUCTION OF WELFARE

Employee's welfare includes all those facilities, services and benefits which are provided by employer to its staff for their comfort. Employee's welfare, safety and health are the measures that promote the efficiency of the staffs. Different welfare programs provided by any organization to its workers have direct impact on the physical, health and mental efficiency alertness, morale and overall efficiency of the employees. Some of the welfare facilities include accommodations arrangements, canteen facilities, it can be categorize as to comfort of living as well as for the working environment. We can identify employee welfare as the efforts which are applied to make one's life worthy. Human resources are the most important asset of every organization. With the help of training as well as welfare provided to staff we can increase the value of human assets. Value of human always appreciates with passing year where as other assets will be depreciated with passing years. Value of human can be depreciated by aging process which includes unhealthiness, hastened up by stress etc. Good welfare will always help to give proper and fruitful outcomes, motivate staffs and increase in productivity. Whenever we provide good welfare, it is always costly decision, but while thinking about future it is long term benefits for the company. It is the process of complying with the law, thus ensure that an employer avoids legal issues. The labor welfare schemes can be highlighted as a wise investment which will always bring a better outcome with the greater efficiency. Providing welfare scheme to the staff always helps to create healthy, efficient, loyal and satisfied staff force for every organization.

Some of the basic importance of labor welfare scheme to employees and employer are:

- To get goodwill and improve public image.
- To offer expression to generous and paternalistic feelings.
- To increase productivity and efficiency among the staffs.
- To increase the morale and win over staffs loyalty.
- To save oneself from tax on company's profits.
- To reduce labor turnover, absenteeism and stable labor force.
- To decrease the threat of future government interventions.
- To make recruitment more effective.

Benefits of labor welfare:

- It helps to provide better mental and physical health to staffs and helps to promote a healthy working environment.
- Facilities to workers families which includes housing, medical and education help to increase living standard of those staffs. It will also help workers to pay more attention towards work which will increase their efficiency.
- Staffs will get constant labor force by providing welfare schemes. Employees will be active in their jobs with a feeling of participations and involvements.
- Welfare facilities to staff will increase the out of organization and helps to achieve organizational goals.
- Different social crimes like substance abuse will be decreased with the help of welfare policies.

Principles of Labor Welfare Scheme

Following are the principles which should be followed in setting up an employee welfare service:

- Every organization should know the needs of their staffs. Thus facilities provided should satisfy the needs of staffs.
- Every employees will have their own taste and preference. Staffs will be different from age, sex, marital status, number of children, job types, level of income, geographical status which is known as cafeteria approach. Thus the service should be handled by this approach.
- Whatever services are provided to staffs it should be calculate properly and its financing established on a sound basis.
- Labor welfare should be evaluate timely on the basis of feedback provided by staffs and should be change according to needs.

Labor safety, health and welfare

Labor safety, health and welfare are totally different from religion, place, country, organization social value and customs. These facilities are designed according to the sex, age, economic status, socio- cultural background, level of staffs, level of education of the staff working in different organization. Thus the concept cannot be exactly described. It can be different from company to company and from country to country. Thus, experts define in their own way.

Labor Welfare Committee

Anything that can do for the logical, physical, moral and economic benefits of the worker is very much important. Whether by the organization, by the government or any other agencies over and above what is laid down by law or what is normally expected of the contractual settlement for which the workers have asked for. Welfare services can be categorized as good canteens, rest rooms, recreation sanitary, medical facilities, arrangement for travel to and from the place of work and for the accommodation of worker employed at a distance from their home and such other services.

Welfare facilities in Kenya

The main goal of labor welfare scheme is to encourage a happy employer and employee relations. Generally, it provides a mentally satisfactory work environment. Organization must provide labor welfare facilities to their staffs so that they can meet the legal requirements. Labor welfare aims at providing such service facilities and amenities as would enable the worker in industries and factories to perform their work in healthy congenial atmosphere to good health and high morale.

Staff health, safety and welfare activities in Kenya are very necessary because Kenya is an industrial backward country and the working conditions are not practical in Kenyan industries. Most of the labors are poor and uneducated. They are generally responsible for being negligent and idle. Labor health, safety and welfare scheme are important for improving the working environment and their economic of staffs as well as living standard of employees. In this 21st century, economic development of the workers plays an important role in their outcomes. Hence by motivating labor, the economic development of the country increases markedly which in turn increases the national productivity. In past, the organization suppressed the workers by paying less salary and giving more pressure of work even in poor working environment which use to result in conflict between the employer and the employee. Thus better welfare facilities to the workers will help to give best result to organization as well as towards country also.

We can classify welfare facilities as below:

1. Intra-mural welfare Facilities:

Those facilities which are provided inside the company's boundary are known as intra-mural facilities. This include all the activities relating to industrial fatigue, providing safety

measures to staffs like sufficient lighting conditions, first aid services, good layout of the plant and machinery etc.

2. Extra-mural welfare Facilities:

Those facilities which are provided outside the company's boundary are known as extra-mural facilities. This includes recreations sports, better housing accommodations, educational facilities etc. The provision of these facilities is voluntary. In past few years, attention towards extra-mural welfare was not given but in present context, it is realized that these facilities are very much important for effective outcome of the workers.

3. Statutory Facilities

All the welfare facilities which are passed by government of a country are categorized as statutory facilities. Thus facilities under this head line will be different from country to country. No company can ignore these facilities. Any mishandling of statutory facilities can be result toward punishable under the government Act concerned.

4. Mutual Facilities:

Those facilities which are usually outside the reach of statutory facilities are called mutual facilities. These activities are voluntarily undertaken by the staffs themselves for their own interest.

5. Voluntary facilities:

Those facilities which are provided by employers in voluntarily is known as voluntary welfare. Thus these are not statutory. As a result, this category of welfare directly leads to increase the efficiency of the employees.

Meaning of Red Cross Society

It is an international humanitarian organization which was formally established by the Geneva Convention of 1864. It was originally limited to providing medical care for war victims but now its services include connection between prisoners of war and their families, relief to victims of natural disasters, etc.

The Red Cross thought was conceived in 1859, when Henry Dunant, a youthful Swiss man, came with a bloody fight in Solferino, Italy, between the armed forces of imperial Austria and the Franco-Sardinian union. Nearly 40,000 men lay dead or dying on the battle field and the injured were inadequate with regards to medicinal consideration.

Dunant sorted out neighborhood individuals to tie the warriors' injuries and to nourish and comfort them. On his arrival he called for the formation of national relief societies to assist those injured in war, and pointed the way to the future Geneva Conventions.

The Red Cross was established in 1863 when five Geneva men, including Dunant, set up the International Committee for Relief to the Wounded, later to become the International Committee of the Red Cross. Its emblem was a red cross on a white background: the inverse of the Swiss flag. The following year, 12 governments adopted the first Geneva Convention; a milestone in the history of humanity, offering care for the wounded, and defining medical services as "neutral" on the battlefield.

Work done by Red Cross

Red Cross is the world largest humanitarian and development network, with large number of volunteers in 190 member national societies. Red Cross is guided by strategy 2020 with collective plan of action to tackle major humanitarian and other development challenges. RCS is continually saving lives and changing traditional thinking. Normally RCS working under following key areas:

- Disaster response and recovery
- Development
- Promoting social inclusion and peace

Disaster response and recovery

Our earth is facing different types of natural disasters which are increasing in number, complexity as well as in number. These disasters should be properly studied and should be prepare for future which can reduce risk as well as save lives. This process will always make a difference as Red Cross Society has been working from decades. The volunteer's members from RCS will be the first responds when disaster strikes and will have the greatest motivation in helping people for recovering as they will be living in the communities they serve which means they will be present before, during and after the disasters occurs. They will have detail idea about how to comfort, help and support the affected people as they will be the affected itself too.

Development

Red Cross Society is working actively in health which includes extensive AIDs/HIV program, water, and sanitation and food security. RCS regularly deliver various programs which will mainly target the humanitarian consequences of climate change, violence, and urbanization and migration process. Normally RCS works in close collaboration people living communities which help in supporting their capacity building.

Promoting social inclusion and peace

Red Cross Society deals with encouraging the practical application of the fundamental principles. RCS always support the combination of needy people into their communities. Volunteer of RCS contribute to cross-generational dialogue, and group divided between religions and cultures, which will help to challenge discrimination wherever it is encountered.

Objectives of the study

The main objectives of this study are

1. To find out whether available welfare activities can contribute to the profitability and productivity of staffs.
2. To identify the level of satisfaction of the staff with the welfare measures taken by KRC.
3. To understand the motive of KRC behind the welfare facilities.

Scope of the research

This project report is limited to Kenya Red Cross Society South C branch which mainly with the mention criteria's:

1. To understand of further need in welfare measures under taken by KRC
2. To evaluate the usefulness of welfare scheme
3. Motivate workers by indicating the development in welfare procedures.

1.1 Statement of the problem

Main reason for down fall of public sector organization is a consequences of political instability, inefficient distribution of resources and other. Over-politicization of government, low skill man power, and massive corruption in administration led the emergence of NGOs in every country. In general, the NGOs can fill the gap between the governments and the people. NGOs can play important role in transmitting communication upward from people to the government and downward from the government to the people. Communication upward includes informing government about what general people are feeling, thinking and doing. While communication downward includes informing local people about what the government is planning and doing for development of country as well as upgrade of living standard. NGOs can overcome some of the problems that governments face in this respect and can also handle larger government projects by virtue of their ability to act more quickly than the government. Here, NGOs can develop different ideas, develop technical assistance and training capacity and use them to help respective governments. They can provide knowledge which will help in improving people quality of life standard. The roles of NGOs can be viewed both from micro and macro level. In a micro level, NGOs should be in operation roles of grassroots level programs and activities and delivery services for the poor people. Where as in macro level, NGOs can guidance in policy making about social welfare, resource transfers, and further democratic process.

In today's market the objective of every organization is to satisfy its customers and its staffs. Only those firms which can keep their staff happy will achieve their long term goals. And by providing good facility to its staffs we can get better outcome. Workers needs are always high than that fulfil by employer. Increase in salary is not the important factor to improve and motivate staffs, but employee welfare procedures are regarded to be a good investment by employer for improving organizational efficiency and to achieve the long term goals of the organization. Each and every organization should give first priority to it's their staff. When staffs are happy definitely efficiency of these staff as well as outcome of the company will be productive. Staff health is the most important thing in every organization. Each and every staff should be healthy so that they can perform work properly and can give their best. Therefore a study of the statutory, non-statutory and mutual methods provided by the organization and the satisfaction level of employees towards these welfare measures and its impact on performance of Employees will conducted.

1.2 Purpose

The main purpose of our study was to recognize the impact of welfare facilities on the performance of staffs who are working in NGOs in Nairobi (Kenya Red Cross Nairobi).

1.3 Objectives of the study

1. To assess Employee welfare facilities and the performance of employee.
2. To establish the impact of welfare facilities on workers commitment.
3. To utilize the impact of welfare on the employees' health working in Kenya Red Cross.
4. To ensure the impact of welfare facilities in stress measurement control of workers.

1.4 Research question

1. How do welfare facilities provided by Kenya Red Cross enhance employees in commitment to work?
2. What kind of positive and negative impact on employees' health we can find with the help of welfare facilities provided by NGOs?
3. How does a welfare facility help in stress measurement control of workers?
4. How welfare facilities help in performance of employee?

1.5 Hypothesis of the study

The following hypotheses were formulated for the study

Ho1 There is significant relationship in welfare facilities available, provided by Kenya Red Cross to its staff in relation to commitment to their work.

Ho2 There is significant impact on staff health with the provided welfare facilities.

Ho3 There is significant relationship in the level of measuring stress of employees with provided welfare facilities.

Ho4 There is significant deviation in the level of employees' performance with the provided welfare facilities.

1.6 Assumption of the study

This study assumes that welfare facilities in organization are motivating the employees of the organization. It further presupposes that due to welfare facilities, organizations outcome was

increase and able to achieve its goals. In addition, people working in NGOs will definitely benefit from these facilities and will give their best for the organization.

1.7 Significance of the study

In spite of the fact that the research was made on Kenya Red Cross south C branch located in Nairobi, but the major aspect of it is the lower level person working on it. It is a well known fact that any facility given to any one will be beneficial. Here major focus is made on lower level staff since this is such a group where they are focusing on only one aspect of life and that is how to live.

Other groups like middle level and higher level are getting other facilities. In such cases they are primarily focusing on many aspects like earning higher income, completion of day to day works, dealing with external complexities, growth in status as well as position, etc.

Welfare facilities do not just support the livelihood of an individual; they also help the organization by giving better output. The study will benefit the NGOs' management by knowing the willingness of its staff. So far this study can also help other private sectors as well as government offices.

It is worth undertaking this research, as a formative study; especially because the outcome of any organization is dependent upon the input given by its staff. Whenever staffs are happy it will be always easy to get organizational objectives. The study will present vital lessons for improvement of the welfare program in NGOs in the future. Findings of the study will be most useful to the following stakeholders.

1. **Organization:** The study will play an important role in providing information about needs and wants of employees inside the work place. Organization is the one who provides good welfare facilities to its staff for their wellbeing. Thus organization should know what the staff wants. What kind of welfare facilities do they need? Are they happy with what they are getting in their work place or not. Thus this study will help organization to achieve all these information.
2. **Staff:** Staffs are the workers who work for company. Study will help staff of particular company to know what they are getting from company as welfare and what they want to get from company and what they actually supposed to get from the company. There are various types of welfare facilities that organization (NGOs) should provide to its staff.

3. Government of Kenya: There are many NGOs working whole over the county. Many national and international staff are involve on it. Government of Kenya is the one who monitor all these NGOs and INGOs. Thus this study will also help government of Kenya about how the employees have been treated, what facility are they getting as well as it will be helpful for decision making as well as to make future plan.

1.8 Delimitation

Objectives of this study was to extend the respondents working in various NGOs of Nairobi. It was mainly examining the workers working in Kenya Red Cross society from south C Nairobi. It has not been covering all the employees; it was confine only to the shop factory workers. Research has been targeted mostly lower level of staff. This study will help to understand the various Welfare Facilities provided by the KRC and its impact on the performance of the employees.

1.9 Limitation

- i) The study is restricted to Kenya Red Cross South C Nairobi.
- ii) The analysis has been made based on the assumption that the information given by the respondents was all correct.
- iii) The analysis is restricted to the time constraint due to the duration of the project.
- iv) Limitation of convenience sampling i.e. the sample population may not represent entire population

1.10 Definition of significant terms used

NGOs: NGO (Non-Governmental Organization) is any non-profit making or voluntary citizen's organizations which are normally active on a local, national or international level.

Red Cross: The Red Cross is defined as a protection symbol which directly indicates towards curing of injured people in war as well as helping the needy people.

Welfare: Motivational scheme that are provided by any organization for the well-being of their staff as well as to increase productivity of that organization.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will have a review of literature relating to the welfare facility provided by the NGOs and its impact on the performance of employees mainly based on the NGOs around Nairobi. The study was started by examining the needs of employees, the way how they work, their expectation from the organization and the benefit that they are enjoying from the organization. While reviewing related literature, this chapter underscores the employees' expectation and their satisfaction toward the facility provided by their organization.

2.2 Employee welfare

Welfare is a health, happiness and wellbeing of an individual or a group, in relation with the total environment, ecological, economical and social aspects. The word "Welfare" may suggests many views such as a state of well-being health, happiness, prosperity and they have been mentioned above. Hence, employee welfare includes both the socioeconomic aspects of welfare. Social welfare is basically deals with the solution of the weaker sections of the society like deterrence of hardship, poverty etc. Its objectives towards social development is fulfilled by means social legislation, reform, services, work and action. The goal behind economic welfare is to promote economic advancement by increasing productivity and via evenhanded distribution. Labor welfare have both positive and negative aspect. On the positive side, it provide opportunities that enable the worker and their family to have a good life socially and personally, which also helps to adjust in social transition in respect to professional life. On the other hand, employee welfare functions in order to counterweight the annoying effects of large scale industrialization and provides a counter-balance to the unpleasant social consequences and the labor problems which have evolved during transition.

2.2.1 Employee welfare facilities and their performance

Employee welfare is an "efforts to make life worth living for workmen". These efforts have their origin either in some law formed by the state or in some local custom or in collective unanimity or in an initiation of the employer.

- a. Give expression to benevolent and protective feelings.
- b. Gain employee's loyalty and boost their morale.

- c. Fight trade unionism, socialist ideas.
- d. Build up stable workforce, to diminish labor turnover and absenteeism.
- e. Enhance competency and productivity amongst workers.
- f. Sort tax issues.
- g. Maintain social corporate relationship.
- h. Make effective recruitment.

2.2.2. Principles of Employee Welfare Service

Employee Welfare is a broad term which includes various services, benefits and facilities which are provided by employers to its staffs. Such schemes are the benefits which makes life worth living for employees.

Welfare is the facility that is provided in order to comfort and improve employee willingness to work and is provided over and above the wages. This helps in raising the intention and motivation so as to retain the employees for longer period and reduce employee turnover. Welfare is motivational factor for every staffs. Regardless of monetary kind, this can be in any form. This includes observing of condition of worksites, providing industrial coherence by providing facilities for health and other benefits, insurance against mishaps for them and their families.

Employee welfare involves all activities of an employer that are focused at easing the employees with certain facilities and services in addition to wages or salaries.

The logic behind providing welfare arrangements is to create efficient, healthy, honest and satisfied labor force for the organization. The purpose of providing such facilities is to make their stay at workplace better and have pleasant living standard. Some of the benefits of welfare measures can be listed as follows:

- i. Staffs are provided with greater psychological and physical balance programs along with beneficial environment.
- ii. They are focused on elevating the existing standard of workers and their families by satisfying different amenities such as housing plot, medical assistance as well as essential education and entertainment leisure. This helps to create more interest and attention of employees in their profession and rise up their efficiency Employee

- welfare measures increase the productivity of organization and promote healthy industrial relations thereby maintaining industrial peace.
- iii. Owner get steady workers by supporting social security. The sense of participation acts as energetic attention for labor force in their task.
 - iv. Increment in the productivity and healthy industrial relations as well as maintenance of peaceful environment comes along with welfare needs of workers.
 - v. The social problems rife among the employees such as material misuse etc are declined to a greater extend by the welfare plans.

For instance Resort Kenya limited provides loans and advances to fulfill contingencies of the workers. That may include repayment of medical expenses, travel and recreations etc. An idea of “Social responsibility of business fund” is exercised in order to handover scholarships and trainings to employees and their children and also extra support in the form of financial assistance to the family in case of mishaps like illness, accidents and deaths.

As part of employee benefits program, organization these days offer different forms of personal financial education which helps in promoting morale and productivity at workplace and at the mean time reducing level of stress. Along with this other forms of workplace financial education includes;

1. Helping employees expand sound personal finances.
2. Addressing workers financial problems and helping them to overcome them.
3. Helping employee’s ideas about major financial milestones, such as: managing debts & credits, insurance, investments, tax guidance etc.

2.2.3 Employee commitment and welfare facilities

A main paradigm of the management is to achieve worker guarantee to the organization so that they can work for long period.

a. Introduction

Employee commitment can be termed as the psychological and emotional bonding of the workers to an organization that eventually results being loyal for that organization. The commitment level relates to various aspects such as satisfaction, income, cognitive resonance within different

hierarchies and job performance (Kreisman, 2002). Mission and vision of an organization hugely rely on employee's performance and organization must know psychological and emotional need and expectation of an employee. This will help to gain win-win situation for both the ends i.e. employer and employee. So, the key feature of management is to depict complexity and importance of their commitment. This part of the paper scrutinizes the forms and other issues associated to employee's commitments on the basis of other research papers and journals related to the topic.

- **Forms of Employee Commitment**

Planning the management strategies depends on types of employee's commitments for the organization. This can be measured by the degree to which and employee is willing to take on company's goals and values. It can be understood by seeing how employee justify their responsibilities and it can be also measured watching employee's behavior in the organization.

Employees may show their commitment for several reasons so diverse forms of commitments may need to be contextualized. Allen and Meyer, in 90's proposed an critical vision about employee's commitment, segregating it into three major components - affective, continuance, and normative commitment, are fundamental to most conceptualizations presented in present research.

1. **Affective commitment:** It is understood as the employee's constructive emotional connection to the workplace. Such employee hugely relate organizational goals and pursues to be with the organization as they feel to do so.
2. **Continuance commitment:** This is largely controversial and the employee perceives this to be costly affair to lose organizational affiliation. This could be for a bunch of reasons – it may be from financial costs of salary and benefits to social costs of ties, reputation self-esteem and actualization needs. These employee stay because they share special bonding with the organization.
3. **Normative commitment:** Employee will have belief that his efforts and commitments will pay off some day and they have expectations from organization in return. Hence the relation is rational here. Employee stay loyal may be due to personalized beliefs or due to social standards that apply to the environment which relate with the organization they belongs to.

- b. Problems in achieving Employee Commitment**

Several determinants may be the reason for obstacles in stimulating employee's commitment towards organization. One of them can be the focus of organization to achieve short term and long term goal and the means to achieve them. When organization focuses on its short term goals with an expense of long term employee development and sharing of vision is ignored then employee's commitment level reduces. Another obstruction to the employee's commitment is the situation when employer is not so concern about employee's desire about involvement with top management regarding decision making, concern about performance etc. Employees being a fundamental base of any organization, their role mustn't be underestimated and if they are satisfied with the job they being offered then they feel thankful to whatever the company has offered to them. (Lawson and price, 2003; Johnson and Yang, 2010).

Poorly managed gestures leads to lower degree of commitment or balance between forms of commitment. The organization desires for the performance and contribution from an employee which consequently must give the anticipated outcome. This makes workers feel that they are solely responsible for the result and this psychological attachment may sometimes lead to below par performance. This right kind of commitment is also compromised by a legacy of rewards to tangible outcomes and target achievement vis-à-vis say good citizenship behavior (Wright, 2001).

2.2.4 Employee health and welfare facilities

Health and safety procedures at workplace is a must for well-being of both workers and employers. Workers must feel safe at workplace where as employers should facilitate workplace with necessary safety arrangements. It is significant for employers to shield workers from the health and safety anxieties.

Health and Safety Hazards

Potentially harmful substances or behaviors that may cause injury and damage to workers can be termed as hazards. Workers may be exposed to several hazards in the workplace. Health hazards can appear in different form. It can be contagious diseases spread within workplace or it can be unprotected contacts with chemicals and gases. So, organizations must have effective provisions in order to prevent workers from potential injuries and damages.

Health and Safety Enforcement

The U.S. Occupational Safety and Health Administration has enforced laws related to workplace safety. This ensures whether organization has followed guidelines and safety standards or not. They examine complaints related to safety and confirm that any hazardous environments are adjusted as per need.

Health Guidelines

Employees get exposed to various hazardous conditions at workplace. Organization should be able to keep their workers motivated to work. If the working conditions are not safe and they don't have provision for the contingencies, then workers feel reluctant and hesitated to perform well and vice-versa. These guidelines helps organization handling situations when they have to deal with potentially unsafe working conditions preventing probable injuries and sickness.

Health and Safety Programs

This is important in order to prevent illness and injuries at the workplace. Hazardous working conditions may appear in an organization in routine basis so workers must be well prepared for this and they should learn to cope with this. For this organizations must educate about health and safety programs. Provisions for sick leaves, safety pays etc can help workers feel secure and get motivated to work efficiently.

Employee Awareness

Health and safety practices within workplace are vital as they help prevent organizational conflict and make them proactive for the possible difficult circumstances. Wrong and unethical acts of workers within the organization are matter of concern as this disturbs organizational harmony. Companies have to take appropriate approach by educating staffs about need of safety practices for maintaining sound and safe working conditions.

2.2.5 Stress Management and welfare facilities

Workplace or job stress is one of the major elements in illness and sickness amongst employee. This psychological phenomenon is the determinant of employee's efficiency and performance. Stress at work happen to resist employee to get at workplace and feel reluctant to give their best. This will largely impact on productivity, particularly when key members of the team are absent.

If a workplace is facilitated with stress management via wellness programs then workers will feel that organization cares for them and this will support them emotionally and help in counterbalancing prevailing stress.

There may be several causes of stress in an organization. Basically, there is a primary reason that is followed by various secondary reasons. For example, employee may stress out due to relationship and communication issues and within organization. Working out on stress can help employee feel sound and reconstruct connections with others.

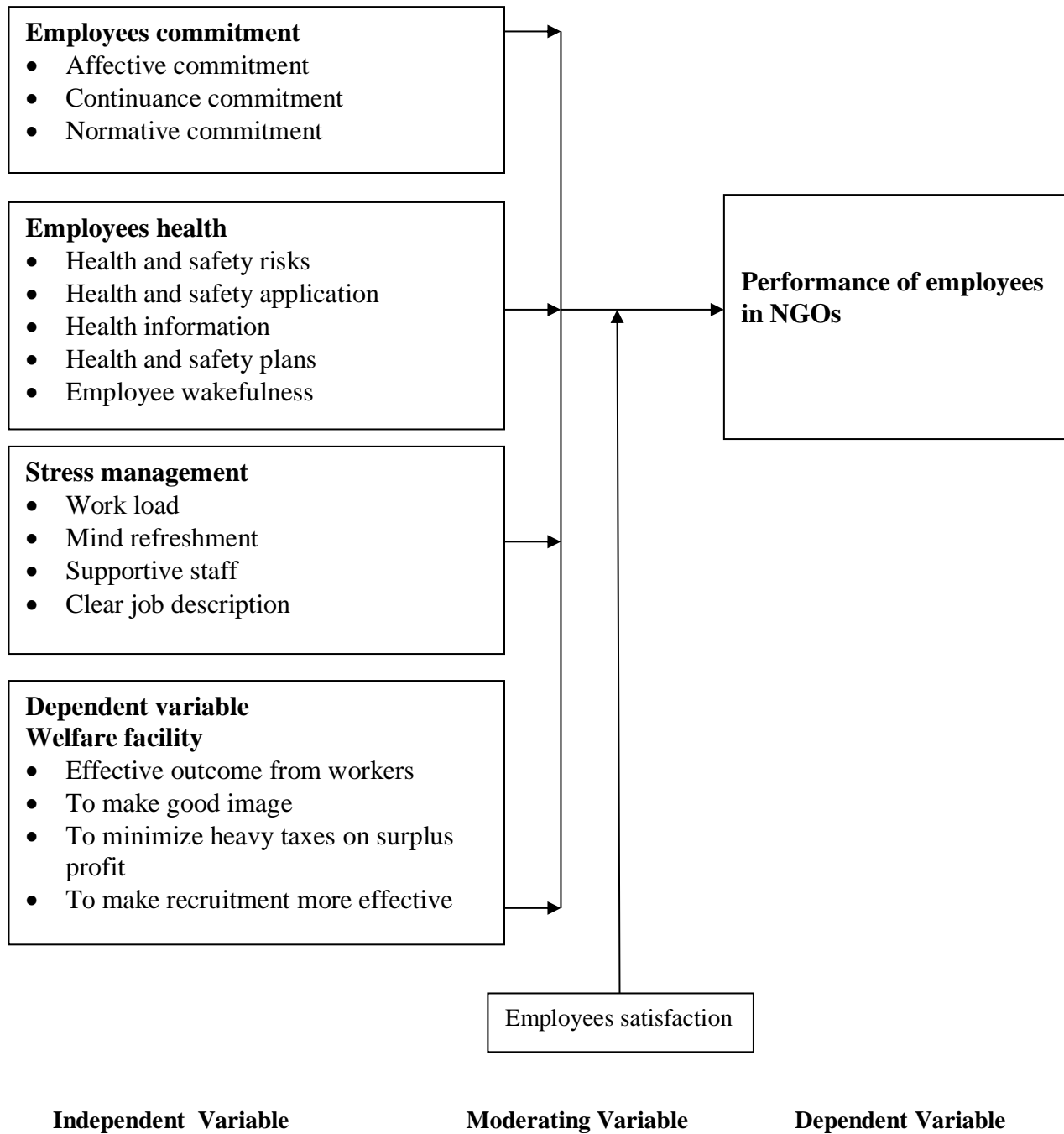
Stress management helps to get job done in an efficient manner through mentally and psychologically sound and healthy employee. Employee wellness programs examines whether there is right person in right job or not. If not various tools such as layoffs, firings are implemented by management teams. Rewards, incentives can be tools to motivate employees and boost their morale. Hence, employees will feel if job well done there is reward and if not then there can be negative consequences.

Several measures can be taken you to lessen job stress.

- i. Miscommunications can be avoided if clear descriptions for the task are provided. Repetitions of same work may be caused if task is not properly briefed which may cause stress, and hence job should be explained loud and clear.
- ii. Switching job is not a solution for alleviate stress. Instead, a workplace wellness program can help to deal with workplace stress.
- iii. Supportive agencies and programs can be a great aid. They deal with the job stress and figure possible remedies e.g. find a new position or department change. Changing position may be difficult as well to some extent. One may be specialized for specific job and switching position may result in poor performance.
- iv. Well defined responsibilities and training programs for the change in position within organization can lessen job stress and shows positive impact in performance.
- v. A company should have employee assistance program which fall under workplace wellness program. Workers may get stressed if layoffs and firings are frequent in an organization. These programs can be of great help in situations like this.

Figure 2 1 Conceptual framework

2.3 Conceptual framework



I have taken Performance of employees in NGOs as a dependent variable, which in itself is affected by the number of independent factors, but I have taken primarily Welfare facility, employee's commitment, employee's health and stress management as a few independent factors. Likewise I have taken "employees satisfaction" as moderating variable in this case because despite the other independent variables if the employees satisfaction is not good, it can affect the overall Impact on performance of employees.

2.4 Summary of Literature review

This chapter has reviewed relevant literature as appertains to research topic. It contains meaning of welfare and also contains detail information about employee's commitment, employee's health, stress management as well as employee's welfare facilities and their performance. In additions, employees satisfaction will be know which will be helpful in achieving NGOs objectives. This review helps examine the research topic in comparison with other developing countries. In the end, chapter presents conceptual frameworks which present the relationship between the independent and dependent variables as well as an indication of which intervening the moderating variables could be at play.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Here we will have various components that define the research methodology applied in the study. It begins by outlining the research design suitable for the study based on the research topic. In choosing the research design, measurability of the variables and the type of data to be collected was highly considered. In addition, the chapter proceeds to inform about the targeted data, sampling process and sample size, process of collecting data and analysis that the study embraced. In the end, highlights on validity and reliability as well as operational definition of variables and presented.

3.2 Research Design

This study has collected information by interviewing selected staffs of NGOs as well as gathers various data from organizations files. The data used in this research is both qualitative as well as quantities. The findings of this research are based upon the primary survey. The data has been collected by formulating a set of questionnaire and the questionnaire shall be distributed to the employees. The questionnaire was self-administered however looking at the constraint of time some of the questions will be sent through using internet too which will help in findings the data and facts provided by the sampled respondent.

3.3 Target population

The target population was all staff working for Kenya Red Cross society in south C branch (Nairobi) approx. 80. The target population consist all the organization's department.

3.4 Sample size and sampling techniques

While conducting the research, one set of population are chosen on the basis of level. The levels are lower level, middle level and higher level. Total sample size was being 30. Probability sampling technique was used to identify performance of employees working on Kenya Red Cross. Random sampling techniques are applied to select its staff working in different level.

3.5 Data collection instrument

At the time of constructing theoretical framework, secondary data collection procedure was used. The secondary data sources are internet, books, reports and journals, newspaper etc. Whereas, the primary source of data collection were used for the purpose of collecting data to examine data for making findings. Here the primary source of data is structured as questionnaires for interview. Structure questionnaire contain multiple choice questions, and single choice questions, rating questions. In this way the research has used both primary and secondary data which helps in useful and accurate findings.

3.6 Validity and Reliability of instruments

Reliability of measurement instruments contributes to validity of research findings. If an instrument will be measuring what is not designated to measure, then the instrument fails to be valid and would yield unreliable result.

3.6.1 Instruments reliability

It is a way of ensuring that whenever we use any instrument to measure experimental variable will give the same result every time.

3.6.2 Validity of the instruments

To ascertain research validity of the research instrument, the researchers intensively consulted his supervisor on items analysis and accuracy of the questionnaire and the observation guide items in relation to the variables of the study. The researcher also widely made consultations with colleagues on questionnaire development. This led the development of a scale which logically reflected what it purported to measure, enabling the researcher to obtain sufficient information on the factors affecting performance of employees with provided welfare facilities.

In order to insure validity and reliability of data following things will be done:

- i.** Use of past data
- ii.** Discussion with expert
- iii.** Cross checking of the filled questionnaire open ended questions.
- iv.** Explore the new facts rather than being prejudiced on past researches.

3.7 Data collection Procedure

The research was conducted with the help of two method primary data collection and secondary data collection procedure.

3.7.1. Primary Data Collection

The primary sources of data for this research are responses collected from the respondents, which were in form of questionnaire and interview. The primary collection for this research is researcher administered.

3.7.2 Secondary Data Collection:

The secondary data for this research are collected from different sources as follows:

Text Books: The books related to marketing and to the research topic are referred for secondary data.

Internet: As internet is the huge source of secondary data, many websites and data related to the topic are searched. The online journals would be also referred.

Related Research Works: The research reports and articles of several researchers both national and international have been used as references in this research.

3.8 Ethical consideration

In order to conduct the study the researcher has submitted a written request to Kenya Red Cross so that interview with staff for study could be conducted. Similarly consent from the participants will be sought, their confidentiality assured and the purpose of the study will be explained; hence that is why the response rate was 100 percent.

3.9 Data Analysis

The data obtained as of the research was analyzed by various tools. Mainly statistical method such as percentage analysis and cross tabulation were used for the purpose of generating findings was used. Apart from these analyses in some of the variables, mean, and chi square was done to make findings of the conducted research. On top of it the recommendation and conclusion has been totally based upon the findings.

3.10 Definition of variables

Variables refers to anything that might influence the result of a study. The operational definition of variables elaborates what the variables were and how they would be measured within the framework of this study. Table below will show the operational definition of variables for this study, indicators, measurement and the data collection methods that will be used.

Table 3. 1 Operational definition

Variable	Type of variable	Level of scale	questions
Performance of employees in NGOs	dependent	Nominal	
Employees commitment	independent	Ordinal	1
Employees health	independent	Ordinal	9
Stress management	independent	nominal	8
Welfare facility	independent	nominal	2,4,5
Employees Satisfaction	moderating		3,7,10

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter analyses and presents the findings from the data collected with the help of a questionnaire and an interview guide. The respondents were top, middle and lower level staff of Kenya Red Cross society Nairobi South C branch. Middle level and lower level staffs were asked to fill the questionnaires while the top level staffs were interviewed by the researcher. In this chapter, data is organized and presented in tables showing trends and frequencies and enables the reader to easily make conclusions relating the variables in the study. Specifically, this section presents data and analysis of welfare facilities provided by NGOs (Kenya Red Cross), impact of welfare facility on staff performance, factors affecting performance of employees. This study will carry out in Kenya Red Cross south C Nairobi and sought to investigate welfare facilities provided to employees of Kenya Red Cross and its impact on their performance.

4.1.1. Employee Welfare Facilities At Kenya Red Cross Society Nairobi Branch

Kenya Red Cross's concept of welfare emanates from the fact that makes happy and satisfied employees which helps to produce quality products to satisfy both internal and external customers. With this point in view, the KRC philosophy with regard to extending welfare facilities for employees in the Company is -

“Let the organization be prosperous, so that the prosperity can be shared with the employees by way of improved welfare measures”

- **Earned leave:** Every employee will avail 28 days leave in a financial year. During the probationary period an employee cannot have earned leave till he completes probationary period, as soon as he is confirmed 5 days of earned leave is credited to his leave account. This can also be en-cashed at the end of the financial year by keeping 60 days in account and rest of the leave can be in 30 days.
- **Canteen:** Company provided highly subsidized, clean, tasty and hygienic vegetarian food.90% of employees utilize canteen facility. The area is surrounded with greenery, a serene environment. It also plays good music.

- **Safety of workers:** Safety provisions of the workers includes keeping all the workers out of danger, keep far from machinery in motion, suitable precautions against excessive light, appointment of safety officer, employment of young person's on dangerous machines, device for cutting of power, hits and lifts, proper construction, trapped, proper construction and maintenance of floors, and stairs, no excessively costs, safety of building and machinery, appointment of safety officer, hazardous process defined etc were made.

In KRC the employees are given First-aid training by its senior staffs. All the employees from all departments are trained. First-Aid boxes have been maintained. List of trained persons in first-aid displayed. There is a Central Safety Committee who resolves safety issues. Safety awareness program is arranged for Trainees / Apprentices as a part of their induction program. Quality personal protective equipment are provided free of cost.

- **Investigation of Accidents:** In case any accidents there is a committee who looks into it. They are following the below mentioned steps to take necessary action. This involves the following steps:
 - a. Define the problem and nature of accidents.
 - b. Collect the relevant facts.
 - c. Determine the causes of accidents.
 - d. Develop several alternatives to prevent recurrence.
 - e. Select and implement the most effective alternative.
 - f. Suggest disciplinary action against the employee whose action are found deliberately unsafe as negligent.
- **Transport:** KRC provides free transport facility to all the employees. A Transport Committee consisting employees from Management ensures proper and smooth operation of the transport fleet. Hazardous driving is avoided to ensure employees safety.
- **Accident benefit:** KRC has a Comprehensive accident insurance policy. It has 24 hours coverage for all employees. Full salary is paid for absence due to accident, besides meeting the treatment hospitalization expenses in full.

- **Death Relief Fund:** fund will be contributed by each and every staff as per their wish. The amount that has been collected from the staff and the same amount will be contributed by KRC to the staff whose family member has been expired.

There are many other facilities that the KRC is providing to its staff so that they can be motivated, as well as they can perform their work in healthy, and give sound outcome. KRC has understood the need and importance of Welfare Facilities inside working space and is ensuring that it provides maximum to its employees to keep them motivated so that they can give their best to the organization

4.2 Response rate

The study sought to find out the response rate of the higher level, middle level, and lower level staffs who participated in the study. The response rate are listed below:

Table 4.1 Response rate

Respondents	<u>Expected</u>		<u>Actual</u>	
	n	Percentage	n	Percentage
Top level	10	100.00	8	80.00
Middle level	10	100.00	9	90.00
Lower level	10	100.00	9	90.00
Total	30	100.00	26	86.67

Table 4.1 shows the respondents by level of staffs, where 80 percent of the top level has respondent where as 90 percent of middle level and lower level has respondent it was necessary to find out the response rate in order to ensure that the sample size was representative of the initial target population, provide quality results and adhere to rules and regulations governing research procedures. On average, the overall response rate was 26 (86.67%). The questionnaire return rate was acceptable since it was over and above the 75.0% as we know that response rate of 75% and above is acceptable.

Table 4. 2 Respondents by Gender

	Male	Percent	Female	Percent
Top level	6	31.58	2	33.33
Middle level	7	36.84	2	16.67
Lower level	6	31.58	3	50.00
Total	19	100.00	7	100.00

Table 4.2 shows the respondents by gender, displaying the bias common in many human systems. 31.58 of the respondent male were top level staffs were as only 36.84 were middle level male staff. It also shows that 31.58 percent of male staff are from lower level. Figure shows 33.33 percent of top level staff is female where as 16.67 percent of female staff are from middle level and 50 percent of female staff are lower level.

4.3 Demographic characteristics of the respondents

The data presented in this section of the study was obtained from completed questionnaires for different staff level i.e. top level, middle level and lower level. Among them 8 top level staff, 9 middle level staff and 9 lower levels staff were interviewed and serve with the questionnaires.

4.3.1. Work experience by level of Staff

The researcher sought to find out the work experience of mention staffs. The findings on the work experience are presented as per the level of staffs. The work experience was categorized into groups set at 5 years interval starting with below 5 years to 26 and above as shown in table 4.3.

Table 4. 3 Respondents by work of experience

Years of Experience	No of respondents	Percent	Top level	Middle level	Lower level
Less than 5	4	15.39	0	1	3
5-10	6	23.07	2	2	2
10-15	3	11.54	0	1	2
15-20	9	34.62	4	3	2
More than 20	4	15.39	2	2	0
Total	26	100.0	8	9	9

Source: Primary Data

Out of 100 percent respondents 15.39% of respondents have less than 5 years of experience in KRC, a total of 23.07% of respondents have more than five years and less than ten years of work experience, 34.62% of respondents have less than 20 years and more than 15 years of experience and less than 20 years of experience, only 11.54% of respondents have less than 15 years and more than 10 years of experience and finally 15.39% of respondents have more than 20 years of working experience in KRC.

4.3.2 Highest academic of staffs

Each and every organization will look for well qualified staff. To achieve organizational goals every organization will look for experienced and qualified candidates. Academic qualification of an individual staff is always major contributing factor to the management and administrative ability of an individual towards resources available. Whether human or inanimate. Table 4.4 gives a summary of the various qualifications among the various levels of staffs.

Table 4. 4 Respondents by Highest Academic Qualification.

	Top Percent		Middle	Percent	Lower percent	
CERTIFICATE	0	0.00	0	0.00	3	33.33
DIPLOMA	0	0.00	0	0.00	4	44.44
BACHELOR	0	0.00	2	22.22	2	22.22
MASTER	3	37.50	7	77.78	0	0.00
PHDE	5	62.50	0	0.00	0	0.00
TOTAL	8	100.00	9	100.00	9	100.00

Above table shows that most of the lower level staff has got certificate level and diploma level with 33.33 and 44.44 percent respectively. There are none of the staff from middle level and top level with certificate and diploma level of qualification. PHDE represents 62.50% of the highest qualifications of top level staff. Whereas Master represent 77.78% of highest qualifications of middle level staff. All top level and middle level staff are well educated.

4.4 Data analysis as per the objectives.

4.4.1 To determine employee welfare facilities and workers performance.

The study sought to find out from the 26 various level of staffs whether they are aware about the welfare facility provided by Kenya Red Cross or not. Researcher tried to find out the facilities using by the different level of staff and its impact on the performance of the workers. The information on awareness about welfare facility and the satisfaction level shown by the interviewed staff is presented in table 4.5 and 4.6 respectively.

Table 4. 5 Awareness about the welfare facilities

Awareness	No. of respondents	Percent
Yes	21	80.77
No	5	19.23
Total	26	100.0

Source: Primary Data

Out of 26 respondents 80.77% are aware of various Welfare Facilities provided whereas only 19.23% are not aware of all the facilities provided by the Kenya Red Cross.

Table 4. 6 Workspace and the level of satisfaction

Rating	No of respondents	Percent
Excellent	19	73.07
Good	4	15.39
Fair	3	11.54
Total	26	100.0

Source: Primary Data

73.07% of the respondents are of the opinion that the space provided for them to work is excellent, 15.39 % of the respondents say that its good and 11.54%of the respondents say that the space required for them to work is just fair.

4.4.2. To establish the impact of welfare facilities on workers commitment

Kenya Red Cross Nairobi (south C) branch provide various facilities to its staffs. The following options were made available for all level of staffs to determine the satisfaction level from the facility provided by organization to staffs. Whenever there will be good facility definitely there will be better commitment of work by its staff and it will gives positive impact too. Table 4.7 and 4.8 gives detail data about medical benefit facility and satisfaction level as well as transport facility and its rating.

Table 4. 7 Medical benefit facility and satisfaction level

Rating	No of respondents	Percent
Excellent	17	65.39
Good	6	23.08
Fair	3	11.54
Total	26	100.0

Source: Primary Data

Out of the 26 respondents 65.39% of the respondents say that the medical benefit facility provided to them is excellent, 23.08% of the respondents say that the facility is good and only 11.54% of the respondents are of the view that the facility provided is fair.

Table 4. 8 Rating of transport facility

Rating	No of respondents	Percent
Excellent	16	61.54
Good	4	15.37
Fair	6	23.08
Total	26	100.0

Source: Primary Data

A good Transportation facility will ensure that the workers reaches work station on time. From the above figure we can say that 61.54% of respondents have rated this facility excellent, 15.37% of the respondents have rated this facility good and only 23.08% of the respondents have rated the transport facility fair.

4.4.3. To examine the impact of welfare on employees health working in Kenya Red Cross
 Health is the most important part of every human being. One can perform better and can give better out come only if his/her health condition is good. Working environment, facility provided by organizations plays an important role in each and every staff member’s health. Table 4.9, 4.10 and 4.11 shows that data related to the facilities provided by Kenya Red Cross to its staff and responds given by the staffs.

Table 4. 9 Canteen facility and the level of satisfaction

Rating	No of respondents	Percent
Excellent	10	38.46
Good	10	38.46
Fair	6	23.08
Total	26	100.0

Source: Primary Data

A good canteen facility can make a worker happy. Out of 26 respondents, 38.46% of respondents are of the view that the canteen facility is excellent, 38.46% of the respondents say that the canteen facility is good and 23.08% of the respondents say that it is just fair.

Table 4. 10 Drinking water facility and level of satisfaction

Rating	No of respondents	Percent
Excellent	9	34.62
Good	8	30.77
Fair	9	34.62
Total	26	100.0

Source: Primary Data

Out 26 respondents 77% of the respondents feel that the drinking water facility is excellent, 18 % of the respondents feel that the drinking water facility is good and 5% of the respondents rated that the facility is just fair.

Table 4. 11 Cleanliness and the level of satisfaction

Rating	No of respondents	Percent
Excellent	17	65.39
Good	6	23.08
Fair	3	11.54
Total	26	100.0

Source: Primary Data

Out of 26 respondents 65.39% of the respondents feel that the Cleanliness in and around the factory is excellent, 23.08% of the respondents feel that this facility is good and 11.54% of the respondents have rated it fair.

4.4.4. To outline the impact of welfare facilities in stress control of workers.

With increase in working pressure, employers get some sort of stress. It will be difficult to obtain organizational goals if staffs start to work in stress. Thus each and every organization provides various facilities which can minimize the stress of workers. Table 4.12 shows how welfare facilities can make employees happy as well as minimize stress.

Table 4. 12 Welfare facilities and level of happiness

Rating	No of respondents	Percent
Excellent	12	46.15
Good	11	42.31
Fair	3	11.54
Total	26	100.0

Source: Primary Data

Out of 26 respondents 46.15% respond to excellent, 42.31% of says that the Welfare facilities are good and 11.54% say that it's fair.

4.5 Welfare Facilities And Its Impact on the Performance of the Employees

To measure the welfare facilities and to find out if these facilities have an impact on the performance of employees the following hypothesis was formulated.

H0: Welfare facilities don't have a significant impact on the performance of the employees.

H1: Welfare facilities have a significant impact on the performance of the employees.

Table 4. 13 Chi-Square

	Value	DF	Sig
Pearson Chi-Square	34.154	4	.000
Likelihood Ratio	15.490	4	.004
Linear-by-Linear Association	2.710	1	.100
N of Valid Cases	100		

Interpretation:

The chi square result shows that =34.154, df =4, and p value= .000 indicating that the significance value is less than 0.050 .Thus the null hypothesis (H0) is rejected and hence there is a significant relation between welfare facilities provided to employees and its impact on the performance of employees.

We can say that there is there is significant relationship between welfare facilities and performance of employees.

4.6 Welfare Facilities And Motivation Of Employees

To measure whether the Welfare Facilities keeps the employees motivated or not the following hypothesis was formulated.

H0: Welfare Facilities doesn't have a significant impact on the motivation of the employees.

H1: Welfare Facilities have a significant impact on the motivation of the employees.

Table 4. 14 Chi-Square

	Value	DF	Significant
Pearson Chi-Square	27.833	4	.000
Likelihood Ratio	16.620	4	.002
Linear-by-Linear Association	5.143	1	.023
N of Valid Cases	100		

Interpretation:

The chi square result shows that $\chi^2=27.833$, $df=4$, and p value= .000 indicating that the significance value is less than 0.050 (5% level of significance). So the null hypothesis (H_0) is being rejected and hence there is a significant relation between welfare facilities and motivation level of employees.

We conclude that there is a significant relationship between welfare facilities and motivation of employees.

CHAPTER FIVE

SUMMARY OF FINDING, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

Under this chapter, findings from the study are summarized and key highlights relating to study objectives, variables and indicators used in the study are presented. While trying to answer the research questions, in further discusses the findings comparing them with literature review looking at the four independent variable of employees commitment, employees health, stress management and welfare management via a via the dependent variable of performance of employees in NGOs used in the study. In the end, conclusions drawn from the study are presented and recommendations as well as implications for further research are outlined.

5.2 Summary of Finding

The study conducted to make an analysis of the Welfare Facilities of Kenya Red Cross south C Nairobi, revealed several findings It involved a study on statutory and non-statutory mutual welfare measures given to workers working in Kenya Red Cross. The findings were observed by taking into account the response of the employees via questionnaire and the views of the HRD Department.

The findings of the study are as follows:

- a. None of the respondents have any major problem with any of the welfare facilities as none of the respondents have given any rating for poor.
- b. According to our study we found that 80.77% of the respondents are aware about all the Welfare facilities provided by the Kenya Red Cross Society. The company needs to give clear briefing about all the facilities to all its members.
- c. It is found that 46.15% of the respondents have rated the Welfare Facilities excellent and 42.31% of the respondents have rated it good and there are 11.54% of the respondents who have rated the Welfare facilities just fair. There problems needs to be addressed by the concerned party.
- d. Only 38.46% of the respondents have rated the Canteen facility excellent. Thus organization should check the problem that staffs are facing related to canteen.

- e. Company provides average drinking water facility. 34.62% of the respondents have rated this facility excellent. And same percent rated as fair.
- f. Company has tried to maintained cleanliness in and around the working area thus 23.08% of the respondents have rated it only good.
- g. 15.39% of the respondents are not very satisfied with the workspace provided to them to work. They have rated this facility good.
- h. Employees are not very happy with the medical benefit provided to them. 23.08% of them have rated it only good.
- i. 65.39 % of the respondents have rated the medical benefit facility excellent.
- j. Though the company has tried to take care of the transport of the employees but still 15.37% feel that it is only good.
- k. The Chi-square test shows that there is significant relationship between the welfare facilities and the performance of staffs. The welfare facilities help the employees to contribute more to the organization.
- l. The Chi-square test illustrates that there is significant relationship between the welfare facilities and the motivation of the staffs. Welfare facilities keep the employees motivated.

5.3 Discussion

This study aim to find the impact of welfare scheme on the employee's performance in Kenya Red cross Society South C branch Nairobi. 26 staffs which include 8 from top level, 9 from middle level and 9 from lower level responded well to the items in the questionnaires. The numbers fairly represented the population which was the initial target of the research work. All the questionnaires were well completed with all essential items filled. Thus the data made available from the questionnaires and the checklist was good enough to make a fair conclusion.

5.3.1. Demographic Data

From the data collected, gender representation is still very poor and extremely biased against the female. Only 26.92% of the total respondents were found to be female where as 74.08 % has been captured by male employees. This does not go well proper participation of both sexes. It also shows that numbers of female staff are less in compare to male. Often some cultural practices do not encourage the free interaction between the male and female staffs.

The dominant highest academic qualification of choice remain master 37.50% and 77.78% of top level and middle level respectively are holder of this degree. However, quite a good percentage of top level and middle level is PHD holder.

While top level staff appears to target higher academic achievements, one other achievement they appear to have neglected completely certificate, diploma and bachelor degree holder. 37.50% of top level staff is master degree holder where as 77.78% of top level staff are PHDE holder. Most of the lower level staff are certificate and diploma level where as only 22.28 percent of lower level staff are bachelor degree holder. It shows that most of top level staff are well qualified.

5.3.2. Welfare Facilities and level of satisfaction level

Kenya Red Cross provides various welfare facilities. Such as canteen facility, drinking water facilities, as well as clean working environment. From data it shows that 38.46 percent of total responds are totally satisfied with canteen facility where as 23.08 percent gave just fair answer. In drinking water also 32.62 percent of total responds gave excellent mark. In compare to other

facilities we can see highest percent of respondents are satisfied with clean working environment. 65.39% gave excellent grading whereas only 11.54 percent gave fair grade.

5.4 Conclusion

The main goal of this study was for knowing the existing welfare status, awareness and implementation of employee welfare facilities and its impact on the performance of the employees within KRC.

Taking into consideration, all the principles of “labor welfare” like social responsibility, efficiency, participation, accountability and timeliness all of these aim to convey that inducing an employee welfare program which helps to build up a sense of loyalty which will help to achieve organizational goals. In the study conducted on “Analysis of Welfare Facilities and Its Impact on The Performance of Employees in NGO’s Kenya Red Cross south C”, it was found that Kenya Red Cross has adopted most of the statutory and non-statutory welfare measures.

The analysis of primary data has helped to evaluate whether the welfare measures covered under the statutory and non-statutory welfare measures have an impact on the performance of employees. From the survey conducted, we can say that most of the staffs seemed to be satisfied with the given welfare facilities and most of them have total idea about the facilities. The Welfare facility provided by the Kenya Red Cross has helped the employees to contribute and it has also helped them to stay motivated. The company provides good non-statutory benefits to the employees. Apart from the statutory benefits company also provides mutual benefits which are a good sign from the part of the employer to show that they really care about the people working there. At present the facilities rendered to the employees are of very good quality. They are ready to welcome more new mutual welfare facilities and have no major complaints about any welfare facilities.

This project in Kenya Red cross Nairobi south C works gave the researcher an opportunity to experience and evaluate the learning achieved in the classroom. At the end, the researcher can say that it was a good experience to interact with the people from various departments and this will definitely help in coming future.

5.5 Recommendations

Based on the findings, suggestions are made with a view to add value to the present Welfare Facilities of Kenya Red Cross Works

- a. Company is providing basic welfare facilities to its existing employees. It should try to bring in some more mutual welfare facilities for the benefit of its employees.
- b. Periodic meetings can be conducted to bring awareness about the welfare facilities.
- c. For inducing hygiene, scrubbing and cleaning of floor and tiles must be done by using disinfectants, availability of liquid soap, covered dustbins; paper tissues can be made use of in the toilets.
- d. Employees feel that they don't have enough space to work freely. Lesser employees should be deployed at the same time or at the same shift.
- e. Many respondents were not happy with the toilet facility. Measure should be taken to clean the toilets as often as possible. Walls of the toilets should be whitewashed regularly.
- f. The provision of a library or a reading room in any organization is of 'great importance as it can help in increasing awareness in employees towards cultivating a habit of reading and reduces idleness.
- g. Respondents are not too happy with the recreation facility. Company can come out with a concept of fun@factory. The activities can help the employees to get off with the stress mind and concentrate on the work more.

5.6 Implications for further studies

This study presents several scenarios that have implications for further studies. It would be valuable to gain an interest of government as well as other NGOs and INGOs for the betterment of its staff through which they can get better outcome. Thus, this study proposes that a similar study with a sample that is representative of the government offices be carried out by future researchers.

Another interesting area of study that is recommended is to establish how welfare facilities have benefited in context of gender i.e. male and female in NGOs. A detail study with a gender dimension could be carried out to examine whether there are any significant gender based changes that welfare facility program has brought to employees of NGOs.

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Appendix I: Letter of Transmittal

Sameer Manandhar

South C, Nairobi

TEL-0700751719

Date -----

To -----

Dear Sir/Madam

Reference: Data Collection

I am a student at the University of Nairobi pursuing a Master of Arts degree course in Project Planning and Management. (Please see letter from the University attached)

In partial fulfillment of the requirements for award of the degree, I am conducting a research to “Impact of welfare facilities on the performance of employees in NGOs in Nairobi A case of Kenya red cross south C Nairobi”.

The purpose of this letter is to request you, as a key informant, to assist in filling of the attached questionnaire. I will be glad if you can be through in the next five days so that I can get tie for analysis and report writing. In addition, I am requesting your office to allow me hold a focus group discussion with staff as part of data collection for the said research project. I believe that the findings of the study will be beneficial to key impact on performance of staff working in NGOs as well as other offices. I therefore seek your complete and honest opinion while answering the questions.

Your responses will be held confidential and only general positions articulated in the same will be published in the final report in accordance to ethics and good practice in research, which can be shared with you at your request. Let me appreciate, in advance, your time to participate in the study.

Yours faithfully,

Sameer Manandhar

Appendix II Data collection tools: Questionnaire for Kenya Red Cross staffs

1. How long have you worked for Kenya Red Cross?
 - i. Less than 5
 - ii. 5-10
 - iii. 10-15
 - iv. 15-20
 - v. above 20
2. Are you aware about welfare facility in provided by Kenya Red cross ?
 - i. Yes
 - ii. No
3. How you rate welfare facility?
 - i. Excellent
 - ii. Good
 - iii. Fair
 - iv. Bad
4. How you rate canteen of Kenya Red Cross?
 - i. Excellent
 - ii. Good
 - iii. Fair
 - iv. Bad
5. How you rate drinking facility provided by Kenya Red Cross?
 - i. Excellent
 - ii. Good
 - iii. Fair
 - iv. Bad
6. How you rate Cleanliness of Kenya Red Cross?
 - i. Excellent
 - ii. Good
 - iii. Fair
 - iv. Bad
7. How you rate working space of Kenya Red Cross?
 - i. Excellent
 - ii. Good
 - iii. Fair
 - iv. Bad
8. How you rate working condition of Kenya Red Cross?
 - i. Excellent
 - ii. Good
 - iii. Fair
 - iv. Bad
9. How you rate medical facility provided by Kenya Red Cross?
 - i. Excellent
 - ii. Good
 - iii. Fair
 - iv. Bad
10. How you rate transportation facility provided by Kenya Red Cross?
 - i. Excellent
 - ii. Good
 - iii. Fair
 - iv. Bad