

**EFFECT OF STAFF WELFARE PROGRAMS ON EMPLOYEE SATISFACTION
AMONG COMMERCIAL BANKS IN KENYA**

BY

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UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

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**A Research Project Submitted to the Chandaria School of Business in Partial
Fulfillment of the Requirement for the Degree of Executive Masters of Science in
Organization Development (EMOD)**

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

SUMMER 2015

STUDENT'S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed: _____

Date: _____

S Cheryl Waeni Musyoka (643985)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: _____

Date: _____

Dr. James M. Ngari, PhD

Signed: _____

Date: _____

Dean, Chandaria School of Business

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ABSTRACT

The purpose of this study was to access the extent to which welfare programs effects employees' satisfaction among commercial Banks in Kenya. The research questions were: How does worker's compensation influence employees' satisfaction among commercial banks in Kenya? What are the effect of training and development on employee satisfaction among commercial banks in Kenya? How does safety and health in the workplace affect employees' satisfaction among commercial banks in Kenya? How does pension schemes influence employees' satisfaction among commercial banks in Kenya?

This study adopted descriptive research survey design. The population of the study was 957 employees, with target sample size of 274 of managers of Commercial banks in Kenya. Structured questionnaires were used to collected data based on the research questions. Descriptive statistics was used to analyze data for frequencies, percentages distribution tables, and the mean. Inferential statistics analysis was done using correlation, linear regression and multiple regression.

The findings on the effect of worker compensation on employee satisfaction revealed that the relationship between worker compensation and employee satisfaction was statistically significant. Annual leave, family leave, child care program, sick leave, relocation benefits, transport benefits, education fees benefits, and financial assistance were all significant components of worker compensation that enhanced the relationship with employee satisfaction.

The findings on the effects of training and development indicated that there is a significant positive relationship between training and development and employee satisfaction. Training methods, training quality, type of training, promotions, career development, coaching and mentoring and talent development were all significant components of training and development that enhanced employee performance.

The study findings of safety and health revealed a significant relationship with employee satisfaction. Hazards management, accidents investigation, OHS management, and awareness creation all contributed significantly to employee satisfaction.

Finally, pensions and retirement schemes had a weak, positive and significant relationship with employee. Pension funds, retirement benefits, fringe benefits, profits sharing, all contributed significantly to employee satisfaction.

In conclusion, the study findings indicates that worker compensation programs, training and development programs, safety in the workplace and pension and retirement schemes were all statistically significant and contributed positively to employee satisfaction. Since compensation programs had the highest relationship value, the study concludes that compensation programs enhanced customer satisfaction more, than all the other variables in the study.

Recommendation for improvement at on worker compensation includes enhancing banks' ability to ensure that every employee goes for annual leave, and is entitled to full pay during the leave. Recommendation for training and development includes enhancing on-job training, team work, and job rotation to enhance employee satisfaction. On safety and health, the study recommends that commercial banks in Kenya should develop health and safety measures that will guarantee employee satisfaction. On pension schemes, the study recommends that commercial banks in Kenya should put compensation schemes for their employees as a priority.

DEDICATION

I would like to dedicate this project to my grandparents Mr. and Mrs. Gideon Nthiwa for their effortless work in spreading the gospel in various parts of Africa, their resilience has become our driving force so many years after.

ACKNOWLEDGEMENT

I would like to acknowledge the Almighty God for the strength and health throughout the project, as well to my supervisor Dr. James Ngari for advice and supervision throughout the process. Lastly my fellow bankers who contributed to this project May it be of great help to them.

TABLE OF CONTENTS

STUDENT'S DECLARATION	iii
COPYRIGHT	iv
ABSTRACT	v
DEDICATION	vii
ACKNOWLEDGEMENT	viii
TABLE OF CONTENTS	ix
LIST OF FIGURES	xii
LIST OF TABLES	xiii
ABBREVIATIONS AND ACRONYMS	xiv
CHAPTER ONE	1
1.0 INTRODUCTION	1
1.1 Background of the Problem.....	1
1.2 Statement of the Problem	7
1.3 Purpose of the Study	8
1.4 Research Questions.....	8
1.5 Significance of the Study.....	9
1.6 Scope of the Study	10
1.7 Definition of Key Terms.....	10
1.8 Chapter Summary	12
CHAPTER TWO	13
2.0 LITERATURE REVIEW	13
2.1 Introduction	13
2.2 Workers Compensation Program and Employee Satisfaction	13
2.3 Training and Development and Employee Satisfaction	18
2.4 Safety and Health in the Workplace and Employee Satisfaction.....	24
2.5 Effect of Pension Schemes/Retirement Benefits on Employee Satisfactions	31

2.6	Chapter Summary	35
CHAPTER THREE		36
3.0 RESEARCH METHODOLOGY		36
3.1	Introduction	36
3.2	Research Design	36
3.3.	Population and Sampling Design	37
3.4	Data Collection.....	39
3.5	Research Procedure.....	40
3.7	Data Analysis	41
3.8	Chapter Summary	42
CHAPTER FOUR		43
4.0 RESULTS AND FINDINGS.....		43
4.1	Introduction	43
4.2	General Information.....	43
4.3	Welfare programs and employee satisfaction	45
4.4	Workers Compensation Program	46
4.5	Training and Development.....	48
4.6	Safety and health in the work place	50
4.7	Pension Schemes/ Retirement Benefits.....	52
4.8	Regression Analysis	54
4.9	Chapter Summary	57
CHAPTER FIVE.....		58
5.0 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATION		58
5.1	Introduction	58
5.2	Summary.....	58
5.3	Discussions	58

5.4	Conclusions	67
5.5	Recommendations.....	68
5.5	Suggestions for Further Research	69
	REFERENCES	70
	APPENDICES	78

LIST OF FIGURES

Figure4. 1: Response rate.....	43
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LIST OF TABLES

Table 4. 1: Gender of the respondents	44
Table 4. 2: Experience level	44
Table 4. 3: Level of education	45
Table 4. 4: Rate of employee satisfaction	45
Table 4. 5: Extent of aspects of workers compensation on employee satisfaction	46
Table 4. 6: Respondents' degree of satisfaction with various facets of basic pay	478
Table 4.7: Extent of aspects of training and development.....	499
Table 4. 8: Extent of aspects of safety and health influence on job satisfaction	50
Table 4. 9: Health and Safety	51
Table 4. 10: Aspects of occupational health and safety	522
Table 4. 11: Extent of aspects of pension scheme influence on job satisfaction.....	53
Table 4. 12: Contribution of pension scheme to employee satisfaction	54
Table 4.13: Model Summary	55
Table 4.14: Summary of One-Way ANOVA results	557

ABBREVIATIONS AND ACRONYMS

CBK	Central Bank of Kenya
CEOs	Chief Executive Officer
HMO	Health Maintenance Organizations
NGOs	Nongovernmental Organization
SPSS	Statistical Package for Social Science
STD	Short-term disability

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

Welfare 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. Labor welfare includes both social and economic content of welfare social welfare is 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 reform social service, social work, social action (Cascio, 2009). For example, U.S. welfare programs fit into 13 large categories which are listed and described below. According to Luthans (2012), all U.S. welfare programs provide benefits to low-income individuals and families. The programs represent entitlements to all Americans but benefits are only paid to individuals and families with low income. The types of welfare available to individuals in the United States vary from state to state. However, most states offer basic aid such as health care, food stamps, child care assistance, unemployment, cash aid, and housing assistance. The commercial banks play important roles in worldwide economies and their employees are the best sources of delivering good services to their customers.

The financial services industry is one of the most competitive and highly globalised sectors due largely to the extensive use of information technology systems by firms operating in the sector. Over the years, organizations have relied on good remuneration to increase their employees' job satisfaction and performance (Cascio, 2009). Equally, the effect of globalization on human capital has increased employee's chances and options of choosing an employer to whom they feel has a greater chance of enhancing their job satisfaction, particularly satisfaction that come through better remunerations (Meyer & Peng, 2006). For this reason, it is incumbent upon organizations to have functional knowledge on mechanisms they can put in place so as to enhance employee satisfaction. Some of this may include better pay, job rotation, or even job enrichment (Aidis, 2005; Meyer & Peng, 2006).

According to Luthans (2012), in developing countries such as Bangladesh, the private sector banks are characterized by higher salary, supervision, recognition of good work and healthy

relationship with the colleagues yielding congenial working atmosphere. Employees are a valuable resource that may contribute in several different ways to a company's activities provided that the company gives them an appropriate chance. In order to be successful a company needs employees who act towards the goals of the organization and have a strong desire to remain in the company (Luthans, 2012). Such loyalty and commitment may be generated by motivation. Furthermore motivation is aimed to achieve increased job satisfaction (Schultz & Schultz, 2008). Luthans (2012) acknowledges that building a high commitment organization is not easy and that CEOs are often too busy or distracted to focus on the people. Commercial banks in Kenya offer various welfare programs to their employees. Social welfare protection offered to employees can be in the form of insurance and assistance programs. Further, Assistance comes in the form of old age pensions, survivor benefits, family allowances or other supports.

In Nigeria, for instance, the effective use of rewards system in the banking sector has been highlighted as one of the key contributors to employee satisfaction among employees in the banking sector (Alaranta & Maarit, 2004). In this regard, the employee satisfaction has become paramount in the management of human resources. The attitude of managers in managing employees need a dynamic shift to be able to accommodate the 21st employee who has options when he/she feels dissatisfied at the place or work. Alaranta and Maarit, (2004) have indicated, the structure of the Nigerian banking industry changed significantly since 2005 due to regulatory-induced consolidation via mergers and acquisitions. The banking sector reform coupled with the global trend in Merger and Acquisitions provided a compelling reason for major structural changes in the financial system that resulted in the emergence of 20 stronger and more focused banks from the previous 89 (Alaranta & Maarit, 2004).

However, concerns persist that most banks are struggling with their manpower integration programs due to challenges engendered by consolidation. Major manpower issues triggered by the reform includes right sizing and realignment of staff which entailed retrenchment, demotion, salary reduction, redeployments, culture conflict among others. These factors bear directly on employee welfare (Alaranta & Maarit, 2004). Employees are carriers of culture, so with impaired welfare program, the synergy needed for productivity will be lost thus,

making the achievement of the consolidation objectives doubtful. A likely consequence may be a return of banking distress with associated adverse effects. It is therefore important to evaluate the state of bank employees' welfare in the era if proper assessment of the consolidation exercise is to be conducted. This study intends to bridge this gap and also provide guides for addressing associated manpower integration challenges, with a view to guarantying stable and sound banking system in Nigeria.

According to Luthans (2012), the Nigerian banking sector has had to contend with new demands to achieve greater efficiency and responsiveness to the needs of the Nigerian economy. This was what informed the drive for the recapitalization and consolidation of the industry. The resultant transformations are most challenging to the employees and management alike. Consolidation which took the form of merger and acquisition involved downsizing, retrenchment, rationalization and cost reduction etc while the greatest human resource challenges facing consolidated banks are on the issue of employee's remuneration, staff harmonization, placement and job security in the banks. In the present time, employee satisfaction has become a crucial factor when it comes to defining organizational success, particularly in the financial and service industry (Pegg, 2009). Employee satisfaction has come under limelight due to stiff competition where organizations are trying to carve competitive advantage through the human factor. Most organizations in different sectors have come to the realization that the long term, medium term or short term success of their operations entirely depends on employee satisfaction. This is one of the reasons why human resource managers create a training calendar, to take away employees from the routine they are stuck to, as well as enhance their skills in various areas (Sarvesh, 2011).

Banks in Kenya on the other hand lay a lot of emphasis on provision of quality service encumbered through without taking a keen look at the challenge of creating a motivated and engaged employee. Employees are essential to achievement of organizational goals and managers should consider employee satisfaction as directly related to quality and work performance. Heartfield, (2012), contends that to create an environment where employee feels satisfied, banks must place themselves in the business of understanding elements of employee satisfaction within their organizations. Organizations therefore have to spend

money, time, and energy on programs that promote the welfare of employee and their satisfaction. The performance of the banks being a service business is highly dependent on the output of the employees. The management of the banks has the responsibility of improving efficiency of the workers which is mostly done through welfare programs.

A welfare program refers to financial aid to individuals or groups who cannot support themselves. Employee benefits are virtually any form of compensation other than direct wages paid to employees, it constitute a major part of almost any individual's financial and economic security. Such benefits have gone from being considered fringe to the point where they may constitute about 40 per cent of an employee's compensation, and the plans under which they are provided are a major concern of employers. Benefits are usually provided as a package of items, for example pensions, subsidized meals, discounts on company products and the like such benefits vary in importance to the individuals. An older employee will value a pension scheme much higher than a young employee, subsidized meals appeal more to some employees than others who would perhaps prefer luncheon vouchers. All employees would probably welcome the opportunity of having a company car (Cole, 2012).

Employee benefits are group membership rewards that provide security for employees and their family members (Pegg, 2009). They are sometimes referred to as indirect compensation because the compensation is given to employees in the form of a plan (such as health Insurance, organization shares and retirement benefits) rather than cash. A benefits package complements the base – compensation and pay- incentives components of total compensation. Although traditional benefits such as vacation and health are still important, today's workers are also looking for more non-traditional benefits. Benefits such as flexible work hours, availability of child care, tuition assistance programs and discounts on services now top the list of desired benefits. Shawn (2008) indicated that benefits were important in terms of attracting the staff to their current job but they were not important at retaining them.

Nzuve (2007) classified employee's benefits under financial welfare which include the provision of pension schemes, insurance schemes, property purchase, stock purchase and savings plan such as savings and credit cooperative societies. All these are paid for through

the check-off system. Majority of people work for money, which means it is their main source of motivation. They always strive to enhance their skills to obtain higher positions mainly because to get higher monetary rewards. Every individual wants to be compensated equal to his contribution. Fair and competitive reward system should be in place to avoid employee turnover (Bowen, 2010).

Employees satisfaction is the level at which they feel contented with their existing jobs and are satisfied working there for a long period of time. Employee satisfaction should be among the main objectives of the company (Pegg, 2009). It is critical to the long term health and success of your business. Managers readily agree that satisfying employees ensures customer satisfaction, product sales, satisfied coworkers and reporting staff, effective succession planning and deeply imbedded organizational knowledge and learning .It is one of the primary measures of the health of your organization. If you are losing critical staff members, you can safely bet that other people in their departments are looking as well. Exit interview with departing employees provide valuable information you can use to retain remaining staff (Heathfield, 2012).

Occupational pension schemes amongst other employee benefits offered by the employer has an objective of attracting and retaining high quality people by helping to maintain competitive levels of total remuneration. Reed (2010) claims that every worker is five minutes away from handing in his or her notice, and 150 working hours away from walking out of the door to a better offer. There is no such thing as a job for life and today's workers have few qualms about leaving employers for greener pasture (Armstrong, 2006). Compensation and effective supervisor are not effective in increasing motivation, but rather acts as neutralizers. It's only through enhancing the job itself that motivation can be increased (Hackman & Oldham, 2011). The better benefits are communicated, the more staff appreciates their employer and, even if employees don't take up benefits offers, engagement with the organization is increased. The range and scope of employee benefits are growing rapidly, but for the benefit to make a positive impact on an individual, the individual first needs to be aware of and understand the benefits their employer currently offers (Pegg, 2009). Attractive pay and benefits and opportunities for career development are rated as the

most important factors for attracting and retaining employees (Price, 2007). Shobha and Manju (2007), in their article discuss labor welfare activities in an industrialized society has far reaching impact not only on the work force but also all the facets of human resources. Kwong-leung Tang and Chau-kiu Cheung (2007) studies that employs survey data from 1240 welfare recipients in Hong Kong to investigate the effectiveness of various measures for raising the recipients' work motivation and diminishing their welfare dependency.

Effective Human Resource practices provide a supportive work environment that affords opportunities to grow and develop. In turn, the organization profits from the service quality provided by competent and loyal employees. These positive outcomes are founded on a philosophy that people are an asset and that investing in them and making sure they are satisfied at their work place will bring increased benefits for the entire organization (Timothy & Tony, 2010). About 86% of employers are experiencing difficulty attracting new employees and 58% of organizations claim that they are experiencing difficulty retaining their employees.

Effective management of employee satisfaction is focused primarily on those groups of staff you employ whose resignations are the most problematic from the organization's point of view. The loss of an average performer in one of these groups is often more damaging for the organization than the loss of someone outstanding from some other group. According to (Price, 2007). Kenya has 43 commercial banks. According to Reed (2010) survey, Kenyan banks experience an employee satisfaction particularly in regards to higher reward packages such as salaries, and bonuses advanced to them. According to Barwazir (PWC, 2013), Kenyan commercial banks have done substantially in employee welfare systems compared to counterparts in other African countries. In as much as numerous research has been conducted on the subject matter in developed countries, the extent to which welfare systems influence employee satisfaction has not been covered extensively in Kenya. Welfare Policy or research has not been fully embraced or utilized in Kenyan banking sector. As a result, welfare systems is left to the whims of managers, directors and owners of the banks (Reed, 2010).

Notably also, fierce competition among Kenya commercial banks (Ernst & Young, 2014) has intensified resulting in high employee movement across banks. Most banks, have not instituted programs that train, motivate, reward, and retain skilled and highly performing employees as a means of enhancing employee satisfaction. Foon, *et al.*, (2010) assertion that the neglect of employee and the extent to which their intrinsic and extrinsic desires are satisfied at work, result in higher turnover.

1.2 Statement of the Problem

Job satisfaction has become a major concern in many work places. Interest in job satisfaction is particularly strong because of its consequences for the organization, such as absenteeism and turnover (Sell & Shipley, 2009). It has also been found to have an effect on the mental and physical health of the employee. Health promotion in the work place is therefore of utmost importance. Welfare programs are an essential thing to all the employees and in this case the banking industry. 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 (Munyoki, 2010). Most of the banks in Kenya rarely provide overall competitive packages of employee welfare benefits to its employees, which results in low productivity, retention and some time high rate of employee turnover (PWC, 2013).

Studies have been done in relation to employee benefits and satisfaction as follows; Cook (2008) examined the effects of fringe benefits on rate of quitting in addition to the effects of wages, Pegg (2009) investigated how benefits can impact on satisfaction, motivation and productivity levels and how organizations are choosing to inform their people about the type of benefits on offer, Mulwa (2010) carried out a research on factors that influence staff turnover in World Vision and recommended a review of existing pension plan to address staff expectation and Otieno (2010) studied the causes of staff turnover in Private Primary

Schools and recommended that employees should be well compensated as an indicator for management's appreciations of employee's contribution and abilities. There is no study that has been done to show the influence of welfare programs on employee satisfaction hence a study gap.

In recent years the banks management did not concentrate on employee welfare problems such as competitive packages, poor health and safety at workplace, lack of training and career development opportunities (Ernst & Young, 2014). Lack of such welfare benefits not only de-motivated employees but also resulted in high rate of employee turnover, low workplace productivity and affected the overall efficiency and performance of the commercial banks.

Banking industry has witnessed considerable human capital flight despite the growth in profitability for the past five years (PWC, 2013) .The survey report released on business daily noted increased competition for high end clients, qualified, trained and experienced staff to implement banks strategies. However a mismatch (PWC, 2013) in compensation and disparity in disposable incomes rewards, bonuses and allowances for employees is unrepresentative of the super abnormal profits reported. This study seeks to bridge this gap by conducting a study on the effects of welfare programs on employee satisfaction among commercial banks in Kenya.

1.3 Purpose of the Study

The purpose of the study was to establish the effect of welfare programs on employee satisfaction among commercial banks in Kenya.

1.4 Research Questions

The study was guided by the following research questions:

- 1.4.1 How does worker's compensation influence employees' satisfaction among commercial banks in Kenya?

- 1.4.2 What is the effect of training and development on employee satisfaction among commercial banks in Kenya?
- 1.4.3 How does safety and health in the workplace affect employees' satisfaction among commercial banks in Kenya?
- 1.4.4 How do pension schemes influence employees' satisfaction among commercial banks in Kenya?

1.5 Significance of the Study

1.5.1 Banks Management

The study is first important to commercial banks in Kenya management; they would be able to know the effects of employee welfare programs on employee satisfaction and to identify various forms of employee benefits to individual employees. This would reduce the employee turnover and hence improve the organizations image.

1.5.2 Organizations in the Financial Sector

The study would enable the organizations in the financial sector to be seen as the employer of choice when it is able to retain its most valued and talented staff through the provision of the employee welfare programs which results into motivated, committed and loyal employees to the organizational goals. This would enable the organizations to increase their effort by achieving its mandate. The study may be used in policy formulation and decision making at different levels. The management of the institutions would use the information to benchmark their employment packages and policies to remain attractive and competitive to attract talents. Employees would be interested in making long term employment decisions.

1.5.3 Policy Makers

Trade unions require the information in negotiating better employment terms for their members. The Central Bank of Kenya that provides the supervisory and regulatory roles to commercial banks operations would be interested in the trend analysis especially on extrinsic

and extrinsic motivational factors across the commercial banks and hence would provide insights for improvements.

1.5.4 Human Resource and Administrators

The study would be of great interest to the Human Resource and Administrator. It would provide insights on staff welfare programs and how they should be adopted by companies to ensure employees are always satisfied with their jobs. Some thoughtful ideas are expected to be presented to human resources professionals in this study. Job satisfaction is a common issue in the developing countries and so is lifestyle. The content of this study would assist HR practitioners with the necessary information to champion lifestyle change in pursuit of individual overall life satisfaction.

1.6 Scope of the Study

The study was about the effects of staff welfare programs on employee satisfaction. The study focused more on the effects of welfare programs in commercial banks in Kenya. It covered the management employees in all the commercial banks headquarters since all strategic decisions are made at the headquarters and the branches operate from the template. This provided an adequate population and sample for the study and therefore gave reliable results and findings. The study was conducted for six month between February and July 2015. The study was limited to Nairobi region since Nairobi hosts all headquarter offices for all Kenyan Commercial banks. Similarly, general employees were not included in this study.

1.7 Definition of Key Terms

1.7.1 Absenteeism

This is the unscheduled staff's absence from work place (Eisenberg & Power, 2008).

1.7.2 Compensation

It is the pay given to an employee after completion of agreed tasks and comprises of basic pay, house allowance, medical allowance and commuter allowance. It refers to all forms of

financial and nonfinancial returns and tangible services employees receive as part of employment relationship (Sullivan, 2010).

1.7.3 Employee Satisfaction

It refers to the level of content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision (Cascio, 2009).

1.7.4 Gratuity

This is money given to the employees after they leave their job (Schieber & Shoven, 2009).

1.7.5 Labor Turnover

The rate at which employees leave their profession and are replaced by others (Allende, Colquhoun & Kelley, 2011)

1.7.6 Training and development

It is a function of human resource management concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings (Eisenberg & Power, 2008).

1.7.6 Welfare Programs

This is any of a variety of governmental programs designed to protect citizens from the economic risks and insecurities of life. The most common types of programs provide benefits to the elderly or retired, the sick or invalid, dependent survivors, mothers, the unemployed, the work-injured, and families (Fiore, 2009).

1.7.7 Staff Development

This refers to skills and knowledge attained for both personal development and career advancement. It refers to the processes, programs and activities through which every organization develops, enhances and improves the skills, competencies and overall performance of its employees and workers (Robbins, 2010).

1.8 Chapter Summary

Staff welfare programs play a vital role in employee's satisfaction at work place. It ensures that they are always motivated while at the workplace and hence increased productivity. Labor turnover is an expense that employers are constantly looking for ways of how to minimize them at the least cost, thus ensuring that they have a workforce who is happy to be working at their organizations. Banks will need to continuously re-adjust their staff welfare programs to be suitable to the needs of their employees and thus ensuring consistent job satisfaction and productivity. Chapter two covers literature review on Staff welfare programs giving a background on what other researchers' have done in the field of study, chapter three covers research methodology, chapter four covers study results and findings, while chapter five covers study discussions, concussions, and recommendations.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter summarizes the information from other researchers who have carried out their research in the same field of study. Important issues and practical problems are brought out and critically examined so as to determine the current facts. This section is vital as it determines the information that links the current study with past studies and what future studies will still need to explore so as to improve knowledge.

2.2 Workers Compensation Program and Employee Satisfaction

Employee benefits are basically some non-wage compensations granted to the employee while he or she is away from work. These are usually distributed during different situations, such as when you are going on a vacation, when you are sick, or annual events like on Christmas, etc. (Sullivan, 2010).

2.2.1 Annual Leave

Annual leave is a legal entitlement to an employee. The length of an annual leave will vary 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 a leave allowance as an added benefit that meets 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 e.t.c (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 plans pay the employee for unused vacation, which can be subject to state laws, while others do not (Vroom, 2008). 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.

2.2.2 Family Leave

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). Sabbatical leave are given to professionals' working in universities and research institutions for a period not exceeding one year. It 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 (Okumbe, 2010).

According to Cascio (2009), vacation leave does not require payment for time not worked, such as sick time, or holidays. Therefore, employees are not entitled to paid vacation time off from work. Vacation pay is based upon an agreement between an employer and an employee, either a collective bargaining agreement or company policy. The agreement or company policy will determine how much vacation pay you will get. Most employee benefit packages include vacation time. These days off are usually paid, though some employers may offer unpaid vacation time as well.

According to Spinelli (2007), the amount of vacation time varies greatly and depends on the company's policy, but amounts typically range from five to twenty vacation days per year. Vacation time is usually accrued on a per month basis. The employee must schedule the use of vacation days in advance and gain approval from his immediate supervisor or human resources. Family time is used to reconnect with the close members such as children, parents and relatives. Consequently, families could gain better access to healthcare and schools through family leave, and meet their basic needs, thus reducing poverty and improving human and economic development. Improved development among the employees increases the morale to work hence more satisfaction at work (Okumbe, 2010).

2.2.3 Child Care Program

Child care program helps to attract and retain employees who have young children. With the availability of ayahs, aupair and house helps fast disappearing it is compelling for organizations to put in place child care centers within their premises. This takes into account the fact that childrearing can take a greater proportion of an employee's work time and which immensely reduces productivity (Okumbe, 2010). Childcare voucher is one way of building employee loyalty by providing help with childcare, either by assisting staff to locate suitable childcare or with funding. Childcare vouchers are a tax-efficient way for employees to cover childcare costs, and can be offered via a salary sacrifice arrangement (Paterson, 2011). Employees who are mothers feel more secure at the workplace where they know that the health of their children is not at stake. Provision of welfare for child health care boosts the needs of an individual giving him or her more security at work. Working in a condition where an individual is not disrupted by issues such as health for their children improves performance. Good performance at work is linked to job satisfaction.

2.2.4 Sick Days

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 program that protect employees, dependants and survivors against income loss resulting from total disability or death, medical expenses and rehabilitation expenses (Casco, 2009). It covers all job related injuries and illnesses and payments are usually made through an insurance program (Okumbe, 2010). Employees are motivated fully when their needs are met. 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.

2.2.5 Relocation Benefits

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 (Spinelli, 2007). 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 be extended to new employees to attract them to an organization (Okumbe, 2010). 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.

2.2.6 Transport Benefits

Transport benefits can be in the form of monthly transport allowance, car allowance, company car or van pooling. Transport and car allowance are fixed monthly benefit which enable employees to meet their house to office transport costs fairly 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. Van pooling; Is a situation where an organization buy vans which can be used by a number of employees at the same time. The kind of method of transport chosen by an organization should be based on its financial ability and the intended impact of the method on employee motivation and reduced turnover (Okumbe, 2010). Employer provided transportation benefits have been and continue to be very popular. 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 (Fiore, 2009). Transport benefits ease movement among the employees leading to job satisfaction and better job performance.

2.2.7 Educational Fees Benefits

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. Educational fees are also paid by some organizations for the tuition of children of their employee's up to a certain academic level and age. Loans; depending on the financial position of an organization, loans may be given to employees for short term obligations such as hardships, household purchases and buying a car at favorable interest rates. Loans may also be given on long term basis, such as the case of house purchase at defined and subsidized interest payments on mortgage (Okumbe, 2010). Educated workers have confidence compared to their less endowed counterparts in terms of education. Those employees seem to be more satisfied with their work hence provision of education fee benefits gives workers satisfaction at the work place.

2.2.8 Financial Assistance

Another kind of welfare benefits is giving employees some sort of financial assistance. Company loan schemes either provide sums of money to be lent interest free or at favourable interest rates to employees. Small sum to be lent where there is personal hardship. While larger loans are to be lent for defined purposes such as house improvements and purchasing car etc. Repayments are made on regular deductions from salary as agreed by employee and employer. A good employer provides relocation charges to its staff when they moved from one place to another. Companies which offer products and services provide discounts to its employees on such products and services (Armstrong & Mulis, 1988). Offering financial assistance to the employees boosts their morale at work contributing to their job satisfaction.

2.3 Training and Development and Employee Satisfaction

According to Armstrong (2006), some of major organizations provide opportunities of personal growth and development for its employees. Employees learning means to develop firms' resource based capability. According to Human Resource Management principle 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. According to (Barney, 1991) the skills and knowledge that an employee has which comes from learning and training generates a stock of productive capital. So it is very much important for a firm to develop conducive leaning and innovative environment.

Armstrong (2006) further says that organizations also provide training to its employees in order to achieve its objectives by adding value to the people it employs. Organizations invest in people in order to improve their performance and make them use their natural abilities. The purpose of training is to develop the competence of employees and to help employees to grow within the organization. Effective training can: reduce learning costs, improve individual, quality and overall productivity, can attract people by providing training and development opportunities, develop a positive culture in the organization and can increase employees' level of satisfaction.

Bell (2012) further adds that some firms also provide coaching for development which is a process of building a working environment which enhances the development of skills and the performance of employees. Development is to identify the activities of to prepare staff for greater scope in their current or future positions. Employee development increases personal growth and job satisfaction of employees. Such development increases staff productivity and performance, increases employees retention, motivate employees and enables staff to respond quickly to change. From employee point of view it is important because it helps employee to grow, keeps skills current, increases employee's involvement in decision making and provide greater visibility and exposure to information.

Kelly (2001) found that training investment first generates a negative effect on results (deriving from the cost of the same), which later become positive, as far as the transfer of

knowledge to the post is concerned. This effect can also be explained by taking into consideration that if employees perceive that the organization is interested in training them and giving them confidence and intends to count on them in the long-term future, they will make more effort and be more effective in their work. In terms of the Theory of Resources and Capabilities, this may involve barriers to mobility and an improvement in the organization to the extent that it can achieve higher revenue.

Ling (2007) notes that training and development are viewed as expensive investments for a business organization and is often neglected during recession. The author cites a reason as the value and contribution could not be effectively ascertained. Ling (2007) mentioned that in most studies relating to training effectiveness, the focus was on establishing the relationship between training system or practices or factors (individual and organizational) with training effectiveness, with emphasis on objective, content, organizational factors, expenditures, duration of training, coverage of employees, delivery methods, profitability, growth and overall organization performance.

IAEA (2003) states that while it is abundantly clear that training can provide added value, a measured, isolated, determination of training effectiveness is difficult because personnel performance depends not only on training, but also on many other factors such as supervision, procedures, job aids, pre-job briefings, management expectations, and the experience and motivation of the workforce.

Abbas and Yaqoob (2009) noted that training and development are designed to skill employees so they can perform well. This can be done by formally developing Training and Development programs or informally through on job training. Insufficiency in knowledge and skills may result into conflict with organizational goal achievement and eventually affecting organizational performance. The authors concluded that training and development influences employee performance.

Abbas and Yaqoob (2009) note that latest studies provide that organizations heavily invest in Human Resource Development interventions to update and skill the employees in order to attain job performance, job satisfaction and job involvement. These skills can be imparted by providing necessary technical/non-technical training and coaching. Training and

development sharpens the skills of the employees giving them confidence in the work they do. Confidence in work boosts performance and consequently job satisfaction.

2.3.1 Training Methods

Training practices used by organizations may have an effect, direct or indirect on both employee motivation and organizational commitment. Organizational commitment is defined, in the words of Pool and Pool (2007) as the relative strength of an individual's identification and involvement in a particular organization. In order to equip their employees with the skills necessary to do their job, companies train them, in an effort to optimize their workforce's potential. Some companies, planning for the long-term, invest in the development of new skills by their employees, so as to enable them to handle issues not currently present, but likely to come up in the future. This kind of training can lead to high levels of motivation and commitment by the employees, who actually see the opportunity they are given. These employees' appreciation for the investment their organization is making in them is shown in their hard work and their contentment in being a member of that organization. Training, then, is expected to have a positive impact on both motivation and employee commitment

It is readily acknowledged that individuals tend to learn differently based on preferred styles of learning (Chambers, 2005). Since these learning styles impact the way individuals learn, training sessions could be augmented by designing the content to tap into each of the three different styles, thus appealing to a broad scope of disparate learning styles. For example, visual learners tend to process and recall information best when it is presented in a way that they can easily see the information. This can be achieved through the use of hand-outs, PowerPoint slides including pertinent information, and also other forms of multimedia such as videos or computer-based simulations.

Auditory learners, by comparison, process information from more of a listening perspective. Consequently, training can be augmented to focus on this preferred style by frequent descriptions of the pertinent information. This can easily be accomplished by verbalizing the content in handouts and PowerPoint presentations. Further augmentation can be achieved by

allowing trainees to discuss important content in small group settings. The third learning style, kinesthetic, includes individuals who learn best by physically doing something. Augmenting training to tap into this learning style requires the trainer to design exercises and activities that allow the learner to be physically engaged in learning. For example, a training session on team work may include an exercise where groups, working as a team, actually work jointly to accomplish some small task. One such exercise requires groups to identify some symbol they frequently associate with the idea of teams and then to work within their groups to construct their symbol using modeling clay. This provides both visual and tactile reinforcement associated with the concepts covered in the training. Following this exercise, further discussion can reiterate important aspects of teamwork that were discussed in the training session, further reinforcing the material.

2.3.2 Training Quality

Employee performance is an important building block of an organization and factors which lay the foundation for high performance must be analyzed by the organizations. Since every organization cannot progress by one or two individual's effort, it is collective effort of all the members of the organization. Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization (Miller, 2005). Managers at all the levels have to input their efforts and make maximum use of their abilities which sometimes are produced under supervision or without it. However, there are many expectations from managers working for an organization. These expectations are sometimes fulfilled but in some situations these managers may be running to their boss for guidance. Therefore, the managers must be developed so that they can think and work on their own and fulfill their responsibilities innovatively, while understanding and foreseeing the market and business situations. Consequently question arises that how an employee can work more efficiently and effectively to increase the productivity and growth of an organization.

William Edward Deming, one of the quality Gurus defines quality as a predictable degree of uniformity and dependability at low costs and suitable to the market, he advises that an organisation should focus on the improvement of the process as the system rather than the work is the cause of production variation (Heyes, 2000)

Many service organizations have embraced this approach of quality assurance by checking on the systems and processes used to deliver the end product to the consumer. Essentially this checks on; pre-sale activities which encompass the advice and guidance given to a prospective client, customer communications (how well the customers are informed of the products and services, whether there are any consultancy services provided to help the customers assess their needs and any help line available for ease of access to information on products), the speed of handling a client's transactions and processing of claims, the speed of handling customers calls and the number of calls abandoned or not answered, on the selling point of Products/Services a customer would be interested to know about the opening hours of the organization, the convenience of the location and such issues (Lee, Lee & Pennings, 2005). This is only possible when employees are well trained and developed to ensure sustainability of the same.

Heyes (2000) stated that an organization should commit its resources to a training activity only if, in the best judgment of managers, the training can be expected to achieve some results other than modifying employee behavior. It must support some organizational and goals, such as more efficient producer or distribution of goods and services, product operating costs, improved quality or more efficient personal relations is the modification of employees behavior affected through training should be aimed at supporting organization objectives.

According to Vemic (2007) all organizations are concerned with what should be done to achieve sustainable high levels of performance through people. This means giving close attention on how individual can best be motivated through such means as incentives, rewards, leadership and training. The aim is to develop motivation processes and work environment that will help to ensure that individuals deliver results in accordance with the expectation of management. For current employees whose job performance is not satisfactory. It may be that some type of additional training can help to bring them up to pair. Such training needs may be experienced with employees or with group of employees or individual who need additional training it is necessary to determine what they need. According to Heyes (2000), Training can only add value results if there is an opportunity for added value. Either the business is not performing effectively because people are not

performing, or there is a market opportunity, which can be exploited but requires some new training or development. Training ensures that greater efficiency is achieved through the production of goods and services with a realistic profit margin in so doing the organization is assured of its survival in the market and in the sector as a whole.

2.3.3 Career Development

Career development focuses on providing the analysis necessary to identify the individual interests, values, competencies, activities, and assignments needed to develop skills for future jobs (development). Career development includes both individual and organizational activities. Individual activities include career planning, career awareness, and utilizing career resource centers (Cummins and Worley, 2005). Organizational activities include job posting systems, mentoring systems, career resource center development and maintenance, using managers as career counselors, providing career development workshops and seminars, human resource planning, performance appraisal, and career pathing programs.

In today's globalized world, employees are more so, career conscious than ever. Employees are demanding more from organizations in terms of personal growth and development. Most often than not, organizations that don't allow or make provisions for the growth and development of their employees do lose valued human resources. Equally, those organizations do fail to attract and retain talent. According to Fink, (2010), organizational career development plans and programs do seek to match employees needs with the needs of the organization, by creating a career training and development program to align the two. Career counseling also does provide employees with chance not only to define their careers, but to plan for the future. Training therefore, allows the employee get equipped through acquisition of knowledge, skills and abilities that enhances their performance and eventual satisfaction.

Becker and Gerhart, (2006) argues that most organizations that have challenges in retaining employees do have challenges in employee career development programs. It is usually expensive for organizations to lose well trained and skilled employees as new employees

will cost organizations in recruitment, training, and assimilation costs. New employees have to be recruited, selected, oriented and trained. It is estimated that it employee turnover costs an organization 1½ times the remunerations of the vacated position to be able to replace the employee. This situation can be heighten in high skilled service industries or technical industries with few employees in the market with the required skills.

Unfortunately, no answer exists that is singularly best to addresses the issue of employee retention. Career development programs therefore help organizations mitigate such loses as they have elevate employees sense of satisfaction within the organizations. Therefore, employee satisfaction is not only the reserve of the individual employee, but also the organizations'. Traditionally, a school of thought had it that most employees want the same things, however, Fink (2010), research suggests that not to be true. Every single employee has a set or motivations that makes them feel contented and satisfied within a given job. It is the responsibility of managers to profile their employees so as to know how to structure welfare, training and career development programs cut to the specificity of each employee.

Career development encompasses vertical issues such as promotions and upward mobility and also horizontal movement (lateral job transfers) within the organization. Career development deals with the fundamental nature of the relationship of individuals to their work and employees to their organizations. A clearly defined plan of action prepares employees for the future and preserves an organization's ability to meet both existing and future needs.

2.4 Safety and Health 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 can 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 webbased survey was conducted on 152 university faculties and staff through a college distribution list. The results asserted that the health and safety practices are positively related 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 are 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 have positively impacted on the welfare of employees and service delivery.

2.4.1 Safety and Health Management

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 recognized universally however, the extent to which actions need to manage the safety largely depends on the organizations culture, values, and size. For instance, when the hazards presented by organizational activities, are in contradiction to organizations moral and ethical codes, then, safety management programs have a chance of being successfully implemented, compared to organizations that don't have an ethical or moral code.

As envisaged in The Safety, Health and Welfare at Work Act 2005 (the 2005 Act), effective safety and health management protocols hinges on sound organizational management. When organizational health and safety practices are advocated by proponents of quality assurance, environmental protection, and adherence to business excellence then the safety and health

management of organizations is assured. Safety management must be entrenched in organizations practices just as a sound business trait.

According to Okumbe (2010), business efficiency is not only promoted through reduction of cost of production or cost of sell, but adequately through safety measures. For instance, of work-related accidents that results in employees taking more than three days off to recuperate ends up costing the organization in the long run. Latency periods are responsible for costing organizations high overhead costs that are sometimes not planned for. In that case, Organizational safety and health management practices help cushion in organizations from unnecessary costs. Therefore, it is important for organizational management to institute safety mechanism in the workplace geared at entrenching safety culture as a culture and not an exception.

Additionally, Safety Health and Welfare at Work Act (2005), require all organizations to adhere to reasonably practice of safety, health and welfare of their employees. Organizations are equally required to ensure a proactive safety management system is in place within their organizations. Safety and welfare trainings are also recommended in managing organizational safety. When employees are sufficiently informed and empowered, then an organization claim to health and welfare measures. Safety Health and Welfare at Work Act (2005), is structured to help organization institutionalize safety protocols not only in the legal context, but in a manner that secures and guarantees care and protection as a welfare to employees.

Wilson, and Wagner (2007) argues that there exists a strong positive relationship between organizations that manage safety and welfare programs well, and their employee satisfaction. They further argue that successful organizations do establish and maintain safety cultures that support the general welfare. In addition effective safety and health policies instituted by organizations do have or should have the capability to set a clear direction for organizations on safety matter. A well-structured safety program should equally contribute to business performance. Similarly, cost-effective approaches to in safety should not be placed at the expense of compromising human safety. In as much as safety is a cost to organization, it

doesn't outweigh the cost implications imposed on organizations due to negligence of safety protocols.

For effective implementation of safety, Wilson, and Wagner (2007) contends that organizations enhance their capabilities and develop mechanisms necessary that can foster safety, protection, and health objectives. Of significance to note, organizations cannot succeed if their employees are not motivated and empowered to implement safely protocol at work. Such empowerment will help prevent unnecessary accidents at work. To ensure the success of employee adherence to safety, all policies and safety objectives must be developed in consultation with employee representatives. Equally, constant communications regarding safety measures and procedures should be done enhance employees commitment.

According to Fink (2010), organizations that succeed in implementing safety mechanisms and organizations that enhance employee satisfaction do have a monitoring and evaluation program in place in helping ensure adherence. Monitoring and evaluation programs do ensure that mechanisms for measuring the adherence are in place, and corrective measures are also in place. An organizational self-monitoring program reveals how effective and efficient the health and safety management program is functioning. Self-monitoring in this case looks at how well hardware, software, systems and human capital is structured within the safety parameters of an organization. The benefits of monitoring is to check for safety system fails, why they failed, and corrective measures to be instituted. Equally monitoring can be used to measure medical services given to employees as a proactive good health measure, hence reducing absenteeism. Good health and safety systems enables 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.

2.4.2 Wellness Programmes

Wellness is defined as a composite of physical, emotional, spiritual, intellectual, occupational and social health; health promotion is a means used to achieve wellness (Sell & Shipley, 2009). Health promotion is defined as the aggregate of all purposeful activities designed to

improve personal and public health through a combination of strategies including the competent implementation of behavior change strategies, health education, health protection measures, risk factor detection, health enhancement and health maintenance (Goliath, 2007). Wellness has been defined by the Wisconsin-based national wellness institute as an active process of becoming aware of and making choices toward a more successful existence.

Corporate wellness programs are long-term organizational activities designed to promote the adoption of organizational practices and personal behavior conducive to maintaining or improving employee physiological, mental and social wellbeing (Parker, 1981). They are designed and applied to promote organizational health and generally drive employees to high level wellness. They are alternative medical techniques to improve wellness. We can then say a corporate wellness program can be seen as pre-program to take action in achieving health promotion amongst manpower at workplace.

The nature of health promoting programs varies widely. They often emphasize lifestyle changes fitness, as well as educational approaches to reduce hypertension, cholesterol, substance abuse and stress. It is no longer unusual for companies to have on-site fitness facilities for use of employees and their families. Pratt (2009) found that worksite health promotion and wellness programs can reduce sick leave by 27.8%, reduce health cost by 28% and reduce disability costs by 33.5%. Wellness programs improve the health and well-being of employees and improve profits for the employer (Grant, 2008).

Charles (2012) has narrowed the dimensions of wellness to include a minimal of social, occupational, spiritual, physical, intellectual and emotional wellness. Occupational wellness is ones attitude about his/her work reflected by personal satisfaction and ability to balance work and leisure. Social wellness is concerned with relationship and interdependence with others, tolerance of diversity of mind and thought as well as concern for community and environment. Physical wellness encourages knowing about food nutrition and discourages abuse of substance such as tobacco, drugs and excessive alcohol consumption. It encourages consumption and activities which contributes to high level wellness like medical system and medical self-care, sleep patterns and responsible sexual behaviors. Spiritual wellness includes inner belief in a higher power and degree of acceptance, love of self and everything else in the unconscious mind that has no distinct boundaries, (Travis, 2008). Intellectual

wellness is continuous acquisition of knowledge, awareness of current events, expression and experiences of creativity. An intellectually well person uses the resource available to expand ones knowledge in improved skills along with expanding potential for staring with others.

2.4.3 Disability Insurance

Employers offer a benefits package for their employees that not only include medical insurance coverage, but coverage for disability as well. This is broken into long and short term disability. Short-term disability (STD) is a wage-replacement program for those who are unable to work because of a short-term medical condition. Typically, you need to work for a certain length of time to be considered eligible. The allotment of benefits can vary from policy to policy, from a percentage of your wage to a very specific dollar amount. This can last up to one year. Long-Term Disability; if you are unable to work after you've exhausted your STD, long-term disability takes over. It provides up to 50 to 60 percent of your salary for two to five years, or until you turn 65 years. If your after-tax wages pay for your long-term disability, then any payment you receive would be tax-free. If your employer pays for your plan, then you would be required to pay tax on your benefits (Voight, 2010).

Disability Insurance provides a onetime compensation, in case of death and a range of benefits when employees disabilities cannot allow them to perform their occupational duties as is required (Okumbe, 2010). Employers should provide disability insurance (depending on state), as a form of disability; others offer it as an option for employees to purchase (Bortolus, 2008).

2.4.4 Medical Insurance

Medical services help to keep the employees in good health therefore reducing absenteeism. The returns of employee benefits to the company can take various forms, these includes; More effective recruitment, improved morale and loyalty, good public relations, reduced influence of unions and reduced threat of further government intervention (Flippo, 2009). The dollar return from employees' benefits is almost impossible to measure. Employee benefits and incentives motivate employees to strive for a higher level of productivity. 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 (Okumbe, 2010).

Medical insurance coverage i.e. due to the high cost of hospitalization, surgical and maternity care, it has been found necessary that employees are cushioned against these costs by putting in place a Medical Insurance plan. This is an important benefit that helps greatly to retain employees in an organization. Medical Cover includes general medical care, optical care, drug abuse, alcoholism and mental illness. Health Maintenance Organizations (HMO); is a health care which assures employees of the delivery of medical services. In the HMO programs employees do voluntarily enroll in the scheme and their employers prepay for the services. The basic principle of an HMO plan is that of preventive medicine which helps to maintain the health care costs at a low level by keeping people out of hospitals (Okumbe, 2010). Having health insurance is valuable for a number of reasons; People who are insured are protected against uncertain and high medical expenses and are more likely to receive needed and appropriate health care. In addition, having health insurance is associated with improved health outcomes and lower mortality, so employees with medical insurance are more likely to be satisfied their place of work (Eisenberg & Power, 2008).

Health insurance vouchers are able to extend insurance coverage to the entire population but they also increase aggregate spending on health (Juergen and Chung, 2010). Health benefit costs have been rising above cost of living standards and many employers are asking employees to contribute more of the cost than ever before (Bortolus, 2008). Health Spending Accounts or flexible spending account may be offered by the employer to help offset the cost of medical care not covered by health insurance. Qualifying expenses usually include co-payments for doctor's visits, prescription costs or over-the-counter medication. These programs may be a reimbursement model, where employees submit qualifying receipts for reimbursement, or the employee may receive a debit card that can only be used for medical expenses (Willman, 2007). Medical insurance helps organizations to motivate its employees and keep their morale high so as to retain them for longer duration. This leads to more job satisfaction among the employees.

2.4.5 Life Insurance

Many employers offer some basic coverage paid for by the employer with options to supplement basic coverage for life and/or accident coverage (Bortolus, 2008). Life Insurance helps in protecting employees against loss of income due to death, accident or ill health, group insurance coverage is most preferred in organization and can be contributory or non contributory depending with the organization, it is renewable annually and covers employees double income (Okumbe, 2010). Life insurance plan helps an employees's family or spouse in case of an accidental death. Employer can grant you a life insurance policy if he sponsors a group plan. Private insurance policies are more expensive than company sponsored life insurance plan, thus you are getting a good deal. If you have a company sponsored life insurance plan, your employer will provide the insurance benefits at once to your family. Usually, this is for full-time workers in medium and large companies (Sullivan. 2010) and with this offers, employees are always satisfied on their work places and thus leading to increased productivity on their duties.

2.5 Effect of Pension Schemes/Retirement Benefits on Employee Satisfactions

Pension plans; are the most common benefit offered by organizations is the participation in an occupational pension fund supported by the employer to the extent of between 6-10 per cent of the employee's salary. This kind of benefit can fairly be described as a security benefit (Cole, 2008). A pension is a sum of money paid at a regular interval to an employee (or to his or her dependent's) who has retired from an organization and is eligible to receive such benefit.

Retirement pensions is one area of employee compensation that has witnessed profound change ,firms have shifted from the defined long-term liability of defined benefit (DB) pension plans towards the more flexible short-term costs of defined contribution (DC) pension plans. Similarly, the US Department of Labor Statistics notes that the percentage of employees with defined benefits plans decreased from approximately 80% in 1985 to 21% in 2006 (US Department of Labor, 2008; 2006). Organizations use Employer sponsored funded

pensions as a way to meet human resource management objectives. On the other hand staff are attracted through Occupational pensions this also plays a role in retaining staff. According to Tailor (2010) pensions scheme play a vital role in limiting employees turnover.

From a business management perspective, retirement funding does take on a critical role. Employers offer retirement plans as a voluntary (as opposed to mandatory) benefit. Despite the growing importance of employee benefits as both a significant expense and a valuable tool for firms to elevate themselves from their competition, researchers have been slow to respond to the need for empirical research on the impact of this wholesale shift toward DC retirement plans on employees and retirees (Williams, Malos, & Palmer, 2012). Many developed nations (such as the United States, Germany, and Japan) are facing a profound economic and social challenge. The Traditional funding of retirement in the form of social security systems as well defined benefit pension plans are being viewed as unsustainable during today's economic conditions (Schieber & Shoven, 2009). Subsequently, the debate among policymakers, scholars, and practitioners about the effectiveness and feasibility of various retirement funding schemes has become widespread.

Although pensions are the predominant proxy for fringe benefits, some authors do include multiple fringe benefit measures as independent variables in their respective models. Donohue and Heywood (2008) report positively significant estimates for such variables as paid vacation and sick pay but no significance for any of the remaining benefits: child care, pension, profit sharing, employer provided training/education and health insurance. Rappaport (2008) uses a measure comprised of the number of fringe benefits employees receive and finds that this is positively related to job satisfaction. However, Lambert (2010) includes most of the fringe benefits found in NLS waves 1994-2010 in his study of employees of non-profit organizations and finds only two out of nine fringe benefits are positive and significantly related to job satisfaction and that one is negative and significant.

2.5.1 Pension Funds

Pension funds are managed by trustees or insurance companies within a well stipulated legal framework that guards against mismanagement of the funds. Taxes on pension funds are usually deferred in order to motivate employers and employees to have pension programmes (Okumbe, 2010). Employer may offer pension or 401k savings plans for employees to save for retirement. An employer may set specific amount of money to be contributed to an employee's 401k on an incremental basis or the employer may offer a matching benefits program. Typically, this means the employer will match the amount of money an employee contributes to her 401k up to a certain amount. Some employers may offer a 401k savings account but without employer contributions (Willman, 2007). With pension funds in place, employees are assured that their future upon retirement is secured hence they are satisfied working with the company.

For most organizations, pension systems are most often viewed as a management offer to employees so as to attract valuable and competent staff. Other than just the basic payments, pension is viewed as a value addition to organizational human capital. Clement, (2010) argues that a relationship between employee satisfaction and pension payments does exist. According to Denscombe (2012) the level of employee satisfaction for Taiwanese employees surveyed in the education sector indicates a strong positive relationship both for employees that were still in the system, and those who had since retired, but on a pension scheme.

Daellenbach and Rouse (2010), on the other hand conducted a study that examined employee satisfaction among educators India. The findings of the study indicated a strong relationship between employee's satisfaction and level of pension provided by the Indian government Equally, Susan (2010) conducted a similar study targeting Sub-Saharan Africa and South Asia organizations. In her research, she utilized focus groups and key informant interviews. Her study revealed that employee pension welfare and their job satisfaction were directly correlated. She concluded that organizations provision of pension scheme had boosted work motivation levels in organizations in sub-Sahara and South Asia.

2.5.2 Retirement Benefits

Retirement benefits enables company owners plan for employees retirement when they will not be able to continue with their job. They keep aside a share, and it builds up from early career till one retirement age. In general, there are two main branches of this. The first one is the defined benefit plan. This is also known as a pension plan most of the times. With a pension plan, your employer will deduct a portion of your wages to invest in some funds (Sullivan, 2010). Pension plans are funded by the employer and invested to grow the funds that would be later used to pay retirees after certain age (Flyvbjerg, 2008). Retirement benefits, particularly traditional defined benefit pension plans, are more prevalent among union workers.

Surveys indicate that retiree health benefits are more common at academic institutions than in private sector. A Hewitt Associates 2013 survey sponsored by the TIAA-CREF Institute indicates that while the percentage of large private sector employers offering retiree health benefits decreased from 66% in 2009 to 35% in 2006, more than 75% of colleges and universities sponsored such plans in 2008. Another survey by Watson Wyatt of educational institutions (where 67 of 263 institutions participated) found that 82% of respondents offered retiree health plans. According to this survey, private institutions are more likely to discontinue coverage for new hires. However, almost all public institutions participating in survey (20 out of 21) continue to offer retiree health benefits to new hires. The survey does point out that some institutions have started implementing contribution caps to manage costs. Employees are more satisfied in institutions where the pension package is attractive and of higher value.

2.5.3 Benefit Occupational Pension

They are a valuable employee benefit. For many employees, state pensions provide the only relatively predictable components of their future expected retirement income. With the exception of those able to join their employer's defined benefit occupational pension scheme, employees have to rely on money purchase arrangements, where the eventual benefit

depends on the contribution individuals are able to afford, the expenses deducted from the contributions, and the performance of the investment market. Occupational pension schemes provide a valuable employee benefit that makes an increasingly important contribution to the income of pensioners (Vroom, 2010).

2.5.4 Salary Pension Schemes

It aims to provide a pension at retirement based on service completed with the sponsoring employer and salary received in the year's immediately preceding retirement. If employees leave prior to the normal retirement age of the scheme their benefit will be based on salary at withdrawal. Although the benefit must be revalued between withdrawal and retirement, to allow (at least up to a limit) for inflation, it is likely to be a smaller benefit, for the years of service completed, than would have been provided had the employee remained in service (Lawler, 2010). Retirement is among the most stressful life events a person can face. During this difficult time, it is critical that employees feel valued and supported by their employer. Companies should consider crafting their pension schemes with an eye to securing the long-term commitment of their workers. A pension scheme ensures stress-reduction and increase employee satisfaction.

2.6 Chapter Summary

This chapter focused on both the literature and theoretical review of the study. It captures the literature and research conducted in similar studies on the effect of welfare programs on employee satisfaction among commercial banks in Kenya. Studies done by other scholars have been focused on as well as discussions of the measures of employee satisfaction in depth. The chapter that follows presents the research methodology.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter sets out various stages and phases that were followed in completing the study. It involves a blueprint for the collection, measurement and analysis of data. This section is an overall scheme, plan or structure conceived to aid the researcher in answering the raised research question. In this stage, most decisions about how research was executed and how respondents were approached, as well as when, where and how the research was completed. Therefore in this section the research identifies the procedures and techniques that was used in the collection, processing and analysis of data. Specifically the following subsections are included; research design, target population, data collection instruments, data collection procedures and finally data analysis.

3.2 Research Design

Research design refers to the overall plan that was used to carry out a research. This research problem was studied through the use of a descriptive survey design. According to Bacon (2013), a descriptive survey design is concerned with finding out the what, where and how of a phenomenon. According to Glesne (2011), a descriptive survey design is concerned with gathering facts or to obtain pertinent and precise information concerning the current status of phenomenon and whatever possible to draw possible conclusions from the facts discovered. It is concerned with the generalized statistics that result when data are abstracted from a number of individual cases (Maxwell, 2012). This design was appropriate for this study as it seeks to answer the why questions and conclusions was drawn from the facts discovered from the employees.

3.3. Population and Sampling Design

3.3.1 Target Population

Target population in statistics is the specific population about which information is desired. According to Aagaard and Hauer (2013), a population is a well-defined or set of people, services, elements, and events, group of things or households that are being investigated. The target population of this study was the management staff working as employees in commercial banks of Kenya in Nairobi region. The study focused particularly on the top, middle and lower level management staff who are directly dealing with the day to day management of the bank since they are the ones conversant with the subject matter of the study. So the researcher examined a sample of staff drawn from the population of 957 management staff working in all commercial banks of the top, middle and low level management ranks. Nieswidomy (2008), explain that the target population should have some observable characteristics, to which the researcher intends to generalize the results of the study. The population is as summarized in the table below. The population under study in this research was heterogeneous.

Table 3. 1: Target Population

	Frequency	Percentage
Senior managers ('P' and above)	71	7.4%
Middle level managers ('M' and 'N')	274	28.6%
Low level managers ('A' – 'L')	612	63.9%
Total	957	100.0%

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

The sampling frame describes the list of all population units from which the sample was selected (Ritchie, Lewis & Elam, 2013). Sekaran (2006) underscores the importance of selecting a representative sample through making a sampling frame. From the population frame the required number of subjects, respondents, elements or firms was selected in order to make a sample. From the population representative samples was selected from senior, middle and low level managers. The sampling frame was obtained from Central bank of Kenya (CBK, 2015).

3.3.2.2 Sampling Technique

Stratified sampling technique was used to select the sample. According to Denscombe (2007) stratified proportionate random sampling technique produce estimates of overall population parameters with greater precision and ensures a more representative sample is derived from a relatively heterogeneous population. The study grouped the population into three strata i.e. senior managers, middle level managers and low level managers. From each stratum the study used simple random sampling to select 274 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. Statistically, in order for generalization to take place, a sample of at least 30 elements (respondents) must exist (Anderson, 2012). Hoinville and Jowell (2011) also argues that if well chosen, samples of about 10% of a population can often give good reliability and so 30% was even be better.

3.3.2.3 Sample Size

A sample size of 274 was arrived at by calculating the target population of 957 with a 95% confidence level and an error of 0.05 using the below formula taken from Mugenda and Mugenda (2003):

From Normal distribution the population proportion can be estimated to be

$$n = \frac{Z^2 PQ}{\alpha^2}$$

Where:

Z is the Z – value = 1.96

P Population proportion 0.50

Q = 1-P

α = level of significance = 5%

$$n = \frac{1.96 \times 1.96 \times 0.5 \times 0.5}{0.05 \times 0.05}$$

$$n = 384$$

Adjusted sample size

$$n.' = 384 / [1 + (384/957)]$$

$$\text{Approx} = 274$$

The selection was as follows.

Table 3. 2: Sample Size

	Total population	Percentage	Sample size
Senior managers ('P' and above)	71	0.29	20
Middle level managers ('M' and 'N')	274	0.29	78
Low level managers ('A' – 'L')	612	0.29	175
Total	957		274

3.4 Data Collection Methods

Data was collection was done using a structured questionnaires. The questionnaire designed in this study comprise of two sections. The first section collected demographic data, while

the second section collected data on the four research questions. A five level Likert scale was used, with (1) representing strongly disagree, while (5) representing strongly agree.

3.5 Research Procedure

A pilot test was conducted to detect weakness in design and instrumentation and to provide proxy data for selection of a probability sample. Mugenda and Mugenda (2003) asserted that, the accuracy of data to be collected largely depended on the data collection instruments in terms of validity and reliability. According to Bacon (2013), validity is the degree by which the sample of test items represents the content the test is designed to measure. Content validity which was employed by this study is a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept. Expert opinion was requested to comment on the representativeness and suitability of questions and give suggestions of corrections to be made to the structure of the research tools.

To establish the validity of the research instrument the researcher sought opinions of experts in the field of study especially the lecturers in the department of business administration. This helped to improve the content validity of the data that was collected. It facilitated the necessary revision and modification of the research instrument thereby enhancing validity. Glesne (2011) contend that the usual procedure in assessing the content validity of a measure is to use a professional or expert in a particular field and hence professional advice was sought from lecturers including the supervisor.

This study collected both qualitative and quantitative data using a self-administered questionnaire. The researcher dropped the questionnaires at the respondents' place of work. Nevertheless, where it proves difficult for the respondents to complete the questionnaire immediately, the researcher left the questionnaires with the respondents and pick them up later. The structured questions was used in an effort to conserve time and money as well as to facilitate in easier analysis as they are in immediate usable form; while the unstructured questions was used so as to encourage the respondent to give an in-depth and felt response without feeling held back in revealing of any information.

According to Maxwell (2012), reliability refers to the consistency of measurement and is frequently assessed using the test–retest reliability method. Reliability is increased by including many similar items on a measure, by testing a diverse sample of individuals and by using uniform testing procedures. The researcher selected a pilot group of 15 individuals from the target population to test the reliability of the research instruments. In order to test the reliability of the instruments, internal consistency techniques was applied using Cronbach’s Alpha. The alpha value ranges between 0 and 1 with reliability increasing with the increase in value. Coefficient of 0.6-0.7 is a commonly accepted rule of thumb that indicates acceptable reliability and 0.8 or higher indicated good reliability (Mugenda, 2008).

3.7 Data Analysis

Data analysis is engaged in after all data has been collected and is a process used to make sense of the data. The type of data analysis tool that was used is dependent on the type of data, that is; is the data qualitative or quantitative (Nieswidomy, 2008). Before processing the responses, the completed questionnaires were edited for completeness and consistency. The data was then coded to enable the responses to be grouped into various categories.

Data categorizations ensure appropriateness, exhaustiveness, mutual exclusivity and have a single dimension or the use of one concept. Data collected was analyzed by descriptive analysis including the mean, standard deviation, frequencies and percentages. The variables were also tested for validity, reliability, normality and the relationship of the coefficients established through SPSS. The statistical tools such as SPSS and MS Excel helped the researcher to describe the data and determine the extent used.

The use of structured questionnaires enabled the researcher to quantify quantitative data using the size, frequency distribution, and association of variables in the study population and answers to questions that can be counted and expressed numerically. Tables and figures were used to present responses and facilitate comparison. In addition, the researcher conducted a multiple regression analysis so as to determine the effects of each of the four variables on employee satisfaction. Regression was used to estimate the coefficients of the linear equation, involving one or more independent variables, which best predicted the value

of the dependent variable. The regression equation was used to determine the relationship between training and development, workers development program, safety and health, pension schemes and the dependent variable which is employee satisfaction.

The regression model was as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where:

Y = employee satisfaction

β_0 = Constant Term

$\beta_1, \beta_2, \beta_3$ and β_4 = Coefficients of determination of the independent variables

X_1 = workers compensation programs

X_2 = training and development

X_3 = safety and health

X_4 = pension schemes

ε = Error term

3.8 Chapter Summary

This chapter presents the research methodology that was used for this study. The chapter covers research design, population and sampling design, data collection methods, research procedures, data analysis methods. The chapter that follows presents the study results and findings.

CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

The main objective of the study was to establish the effect of welfare programs on employee satisfaction among commercial banks in Kenya. Once the questionnaires were collected the data was coded and then analyzed using SPSS version 20. Pie charts, bar charts and tables have been used to represent the analyzed data.

Out of the targeted 274 respondents, 192 filled and returned the questionnaires. This gave the study a response rate of 70%. According to Mugenda and Mugenda, the statistically significant response rate for a study should be at least 50%.

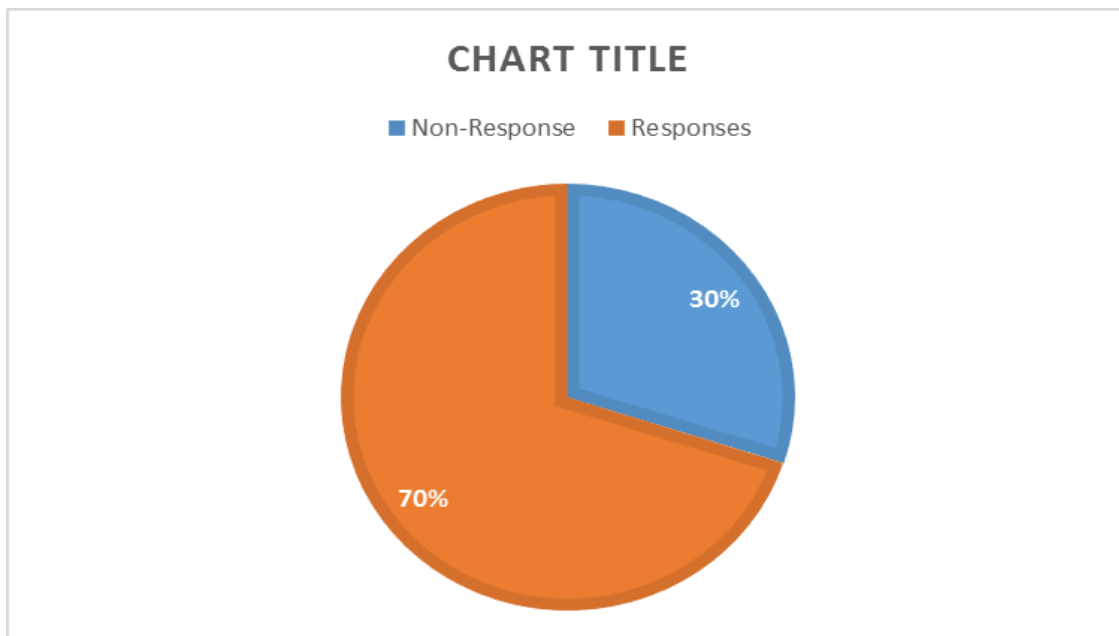


Figure 4. 1: Response Rate

4.2 General Information

The study sought to establish the gender, experience level of the respondents and their education level.

4.2.1 Gender

Table 4.1 shows the study findings that majority of the respondents (65.6%) were male while 34.4% were female. This shows that there are more males than females in the banking sector.

Table 4. 1: Gender of the Respondents

	Frequency	Percent
Male	126	65.6
Female	66	34.4
Total	192	100.0

4.2.2 Experience

Table 4.2 information reveals that the majority of the respondents had 16-24 months of experience as shown by 54.8%, 22.4% had 0-5 months of experience while 11-15 months were 20.3%. Respondents with 6-10 months were 12.5%. This shows that the respondents had enough experience to give credible information on the subject matter.

Table 4. 2: Experience Level

	Frequency	Percent
0-5 months	43	22.4
6-10 months	24	12.5
11-15 months	39	20.3
16-24 months	86	54.8
Total	192	100.0

4.2.3 Education Level

The results in Table 4.3 reveals that majority of the respondents had gone up to the university level (49.5%) followed by tertiary level at 28.1%. 21.4% of the respondents indicated they had polytechnic qualifications while those who had gone up to secondary level were 1%. This implies that the respondents understood the subject matter of the study and thus gave relevant information.

Table 4. 3: Level of Education

	Frequency	Percent
Secondary Education	2	1.0
Polytechnic	41	21.4
Tertiary	54	28.1
University	95	49.5
Total	192	100.0

4.3 Welfare Programs and Employee Satisfaction

Majority of employees in Table 4.4 rated employee satisfaction as very poor shown by a percentage of 66.7 while the rest of the respondents 33.3% rated satisfaction being poor. This implies that the bank employees are generally dissatisfied.

Table 4. 4: Rate of Employee Satisfaction

	Frequency	Percent
Very poor	128	66.7
Poor	64	33.3
Total	192	100.0

4.4 Workers Compensation Program

Table 4.5 shows that workers compensation programs are normally relayed during different situations, for example when one is going on vacation, when sick, or during annual events like Christmas, etc. (Sullivan, 2010). The results above show that Transport benefits and Educational fees benefit aspects influence employee satisfaction to a very great extent as shown by means of 4.7760 and 4.6042 respectively. Financial assistance, annual leave, family leave, sick days and Child care program influence employee satisfaction to a great extent as shown by means of 4.2135, 4.1042, 4.0365, 4.0260 and 3.8594 in that order. The respondents also agreed on relocation benefits as having little influence on their satisfaction by a mean of 1.4948. This therefore shows that workers compensation goes a long way in enhancing employee's satisfaction. This is in line with Okumbe (2010) who states that transport benefits ease movement among the employees leading to job satisfaction and better job performance.

Table 4. 5: Extent of Aspects of Workers Compensation on Employee Satisfaction

	Mean	Std Dev.
Annual leave	4.0365	.56395
Family leave	4.1042	.61362
Child care program	3.8594	.66790
Sick days	4.0260	.68975
Relocation benefits	1.4948	.50128
Transport benefits	4.7760	.43033
Educational fees benefit	4.6042	.62209
Financial assistance	4.2135	.75281

Table 4.6, show findings on employee's satisfaction on various facets of basic pay. According to the study, majority of the respondents were moderately satisfied with pay structure as shown by a mean score of 1.6765, pay policy consistency as shown by a mean score of 1.8647, the way pay is administered to them as shown by a mean score of 2.0588 and pay administration/ timely payment of salary by the bank as shown by a mean score of 2.2059. Majority of the respondents were however slightly satisfied with pay differences among job groups as shown by a mean score of 2.7353 while they were not satisfied with amount pay raise/increase/ amount of annual increment awarded and the amount of salary in relation to their work load as shown by a mean score of 3.7059 in each case, size of base salary (pay level) as shown by a mean score of 3.8824 and pay compared to similar jobs in other institutions as shown by a mean score of 4.2588. This implies that the employees are satisfied with various facets of basic pay. This is in line with Armstrong and Mulis, (1988) who postulates that offering financial assistance to the employees boosts their morale at work contributing to their job satisfaction.

Table 4. 6: Respondents' Degree of Satisfaction with Various Facets of Basic Pay

	Mean	Std Dev
Size of base salary (pay level)	3.8824	1.09447
Pay administration/ Timely payment of salary by TSC	2.2059	.41043
Amount pay raise/increase/ amount of annual increment awarded	3.7059	.87141
Pay structure	1.6765	1.09325
Pay policy consistency	1.8647	.85489
Pay differences among job groups	2.7353	.89811
Pay compared to similar jobs in other institutions	4.2588	.77621
Pay administration	2.0588	.77621
The amount of salary in relation to your work load	3.7059	.97014

4.5 Training and Development

The study further assessed the influence of training and development on employee satisfaction. It was further established that various aspects of training and development influenced employee satisfaction. The results are as shown in table 4.7. From the findings, type of training, career development, training quality and training methods influences employee satisfaction to a great extent as shown by means of 4.4792, 4.3698, 4.3333 and 3.9531 respectively. The aspect of coaching and mentoring, promotions and training needs analysis influences employees' job satisfaction to a great extent as shown by a mean of 4.1235, 3.695 and 3.658 respectively. Furthermore, induction and orientation, tapping and developing talents, lateral job transfer and workshops and seminars have a moderate influence to employees' job satisfaction which is indicate by the means of 3.426, 3.256, 3.365 and 2.965 respectively. This shows that training and development influence employee

satisfaction through type of training, career development, training quality and training methods. This concurs with Armstrong (2006) who states that effective training can: reduce learning costs, improve individual, quality and overall productivity, can attract people by providing training and development opportunities, develop a positive culture in the organization and can increase employees' level of satisfaction. Bell (2012) further adds that some firms also provide coaching for development which is a process of building a working environment which enhances the development of skills and the performance of employees. Pool and Pool (2007) also reveals that training practices used by organizations may have an effect, direct or indirect on both employee motivation and organizational commitment. He further adds that in order to equip their employees with the skills necessary to do their job, companies train them, in an effort to optimize their workforce's potential. Quality training is also essential in the motivation of the employees.

Table 4.7: Extent of Aspects of Training and Development

	Mean	STD. Dev
Training methods	3.9531	.73995
Training quality	4.3333	.77482
Type of training	4.4792	.60503
Career development	4.3698	.60860
Lateral job transfer	3.426	.54256
Promotions	3.695	.59654
Workshops and seminars	3.365	.47896
Induction and orientation	3.256	.5987
Coaching and mentoring	4.1235	.6542
Taping and developing talents	2.965	.4589
Training needs analysis	3.658	.4698

4.6 Safety and Health in the Work Place

The study further determined the influence of various aspects of safety and health on performance. The information collected is as in table 4.8. From the results, wellness program and disability insurance influence job satisfaction to a very great extent as shown by means of 4.8385 and 4.6354 respectively. Safety and health management and Medical insurance had a great extent influence as represented by means of 4.2500 and 4.0208 respectively while Life insurance influences satisfaction of employees to a moderate extent as shown by a mean of 2.9844. The aspects of environmental protection and Risk factor detection both have moderate effect on employee satisfaction according to the respondents which is shown by means of 3.3694 and 3.2568 respectively. This shows that various aspects of safety and health influence on job satisfaction. This is in line with Allender, Colquhoun and Kelley (2011) who found that workplace health leads to job satisfaction despite providing health benefits to the employees. Several studies conducted in the United States ascertain that the health and safety practices are positively related to employee job satisfaction in terms of turnover intentions.

Table 4. 8: Extent of Aspects of Safety and Health Influence on Job Satisfaction

	Mean	STD. Dev
Safety and health management	4.2500	.73790
Wellness program	4.8385	.44601
Disability insurance	4.6354	.54379
Medical insurance	4.0208	1.17993
Life insurance	2.9844	1.33215
Environmental protection	3.3694	.456824
Risk factor detection	3.2568	.365874

From the findings, the respondents indicated that hazard management was the only factor that was affecting their health and safety to a great extent as shown by a mean of 3.4538). The respondents indicated that awareness creation appropriateness of OHS management strategy, emergency handling and accident investigation were affecting their safety and health to a low extent as shown by means of 2.1846, 2.2385, 2.2077 and 2.2692 respectively. This shows the stated factors were affecting the health and safety of management staff employees of commercial banks. This concurs with Sell and Shipley (2009) argues that wellness is a composite of physical, emotional, spiritual, intellectual, occupational and social health. (Grant, 2008) further says that wellness programs improve the health and well-being of employees and improve profits for the employer.

This concurs with Flippo (2009) who opined that medical services help to keep the employees in good health therefore reducing absenteeism. Having health insurance is valuable for a number of reasons. According to Okumbe (2010) life Insurance helps in protecting employees against loss of income due to death, accident or ill health, group insurance coverage is most preferred in organization and can be contributory or non-contributory depending with the organization, it is renewable annually and covers employees double income. Employees cater for the private insurance policies which are usually expensive for the employees to cater for themselves. With insurance packages, employees are always satisfied at their work-lace and thus leading to increased productivity on their duties according to Sullivan (2010).

Table 4. 9: Health and Safety

	Mean	Std. Deviation
Hazard Management	3.4538	1.07192
Awareness creation	2.1846	1.13973
Appropriateness of OHS management strategy	2.2385	1.09830
Emergency handling	2.2077	1.17266
Accident investigation	2.2692	1.28671

Table 4.10 shows the effectiveness of the stated aspects of occupational health and safety. From the findings, the respondents indicated that promotion and maintenance of the highest degree of physical, mental and social well-being of workers was not catered for in their organization as shown by a mean of 1.9462. The respondents also indicated that there was no protection of workers in their employment from risks resulting from factors adverse to health as represented by a mean of 1.9923. It was also indicated by the respondents that placing and maintenance of the worker in an occupational environment adapted to their physiological and psychological capabilities was not considered in their organizations as shown by a mean of 1.7769. It is therefore clear that protection of workers in their employment from risks resulting from factors adverse to health.

Table 4. 10: Aspects of Occupational Health and Safety

	Mean	Std. Deviation
Promotion and maintenance of the highest degree of physical, mental and social well-being of workers	1.9462	1.06612
Protection of workers in their employment from risks resulting from factors adverse to health	1.9923	1.21040
Placing and maintenance of the worker in an occupational environment adapted to his physiological and psychological capabilities	1.7769	1.10155

4.7 Pension Schemes/ Retirement Benefits

The study finally sought to establish the relationship between pension schemes/ retirement benefits and employee satisfaction. Information collected from the respondents is as shown in table 4.11. Profit sharing influences the satisfaction of employees to a very great extent as represented by a mean of 4.5321. The results show that to a great extent benefit occupational pension, Retirement benefits and pension funds influence job satisfaction as shown by means of 4.4583, 4.2813 and 4.1250 respectively. Salary pension schemes influences job satisfaction to a great extent as shown by a mean of 3.3854. Social security systems,

pension's arrangements for dependents and fringe benefits according to the respondents had moderate extent influence on the level of employee satisfaction as shown by the means of 3.2592, 3.1458 and 2.9658 respectively. This implies that the satisfaction of employees is influenced by profit sharing, benefit occupational pension, Retirement benefits and pension funds. . In line with this, Mulis (2010) observed that pension scheme may help organizations in retaining and attracting staff. Pension funds contribute to the employee satisfaction in the workplace according to the establishments of the study

Table 4. 11: Extent of Various Aspects of Pension Scheme Influence on Job Satisfaction

	Mean	STD. Dev
Pension funds	4.1250	.66710
Retirement benefits	4.2813	.69709
Benefit occupational pension	4.4583	.66185
Salary pension schemes	3.3854	.99601
Fringe benefits	2.9658	.65478
Pensions arrangements for dependents	3.1458	.62495
Social security systems	3.2592	.32654
Profit sharing	4.5321	.45697

From the study findings in Table 4.12, majority of the respondents were in agreement that pension scheme gives a feeling of power by having some control over planning for retirement as shown by a mean score of 3.9792, pension scheme reduces worry about one's family security as shown by a mean score of 3.7708 and pension scheme determine employees satisfaction as shown by a mean score of 3.5708. However, they were indifferent of the fact that pension scheme increase employee loyalty to the organization as shown by a mean score of 3.3958. This shows that pension scheme gives a feeling of power by having some control over planning for retirement and reduces worry about one's family security. Flyvbjerg (2008)

supports the findings of the study by revealing that employees are more satisfied in institutions where the pension package is attractive and of higher value. This is in line with Vroom (2010) who argues that occupational pension schemes provide a valuable employee benefit that makes an increasingly important contribution to the income of pensioners.

Table 4. 12: Contribution of Pension Scheme to Employee Satisfaction

Pension scheme	Mean	Std. Deviation
Pension scheme gives a feeling of power by having some control over planning for retirement	3.9792	.95627
Pension scheme reduces worry about one’s family security	3.7708	1.05668
Pension scheme determine employees remaining in the organization	3.5708	1.31666
Pension scheme increase employee loyalty to the organization	3.3958	1.12495
Average mean	3.6792	

4.8 Regression Analysis

In this study, a multiple regression analysis was conducted to test the influence among predictor variables. The research used statistical package for social sciences (SPSS V 21.0) to code, enter and compute the measurements of the multiple regressions. R-Squared is a commonly used statistic to evaluate model fit. R-square is 1 minus the ratio of residual variability. The adjusted R², also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. 59.02% of the effects of welfare programs on employees’ satisfaction could be attributed to the combined effect of the predictor variables. This therefore show that the

variables under study explain 59.02% of the dependent variable and the remaining 48.08 is explained by other variables that were not considered in this study.

Table 4.13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.7962	0.6339	0.5902	0.6125

Table 4.14 shows the probability value of 0.016, which indicates that the regression relationship was highly significant in predicting how workers compensation programs, training and development, health and safety and pension schemes, influenced welfare programs on employee satisfaction among commercial banks in Kenya. The F calculated at 5% level of significance was 3.424 since F calculated is greater than the F critical (value = 2.5252), this shows that the overall model was significant. The ANOVA results indicate the model was significant at P = 0.016 and therefore this meets the threshold since P is less than 0.05.

Table 4.14: Summary of One-Way ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.223	4	2.306	3.424	0.016
	Residual	42.876	187	0.692		
	Total	52.099	191			

The regression equation as per the SPSS generated table above, the equation for the regression was:

$$Y = 1.049 + 0.452X_1 + 0.723X_2 + 0.689X_3 + 0.635X_4$$

The study findings in table 4.15 established that taking all factors into account (Workers compensation program, Training and development, Safety and health and Pension schemes) constant at zero welfare programs on employee satisfaction will be 1.049. The findings presented also show that taking all other independent variables at zero, a unit increase in the workers compensation program would lead to a 0.452 increase in the scores of welfare programs on employee satisfaction and a unit increase in the scores of training and development factors would lead to a 0.723 increase in the scores of welfare programs on employee satisfaction. Further, the findings shows that a unit increases in the scores of safety and health would lead to a 0.689 increase in the scores of welfare programs on employee satisfaction. The study also found that a unit increase in the scores of pension schemes would lead to a 0.635 increase in the scores of welfare programs on employee satisfaction.

All the variables were significant ($p < 0.05$) with training and development being the most significant ($p = 0.00021$), safety and health ($p = 0.00079$) followed by workers compensation program ($p = 0.00158$) while pension schemes was the least significant ($p = 0.00178$).

Overall, training and development had the greatest effect on the welfare programs on employee satisfaction among commercial banks in Kenya, followed by safety and health factors then pension schemes while workers compensation program had the least effect to the welfare programs on employee satisfaction among commercial banks in Kenya.

Table 4.15: Regression Coefficients of the Relationship between Welfare Programs on Employee Satisfaction and the Four Predictive Variables

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.049	0.219		2.889	0.00531
	Workers compensation program	0.452	0.087	0.613	5.309	0.00158
	Training and development	0.723	0.179	0.149	3.210	0.00021
	Safety and health	0.689	0.127	0.234	4.255	0.00079
	Pension schemes	0.635	0.111	0.138	3.989	0.00178

4.9 Chapter Summary

The findings on the effect of worker compensation on employee satisfaction revealed that the relationship between worker compensation and employee satisfaction was statistically significant. Annual leave, family leave, child care program, sick leave, relocation benefits, transport benefits, education fees benefits, and financial assistance were all significant components of worker compensation that enhanced the relationship with employee satisfaction. The findings on the effects of training and development indicated that there is a significant positive relationship between training and development and employee satisfaction. Training methods, training quality, type of training, promotions, career development, coaching and mentoring and talent development were all significant components of training and development that enhanced employee performance. The study findings of safety and health revealed a significant relationship with employee satisfaction. Hazards management, accidents investigation, OHS management, and awareness creation all contributed significantly to employee satisfaction. Finally, pensions and retirement schemes had a weak, positive and significant relationship with employee. Pension funds, retirement benefits, fringe benefits, profits sharing, all contributed significantly to employee satisfaction.

CHAPTER FIVE

5.0 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter provides the summary of the findings from Chapter Four, and it also gives the conclusions and recommendations of the study based on the objectives of the study. The objectives of this study were to assess the influence of workers compensation, training and development, safety and health and pension scheme on employee satisfaction. The study covered the management employees in all the commercial banks headquarters since all strategic decisions are made at the headquarters and the branches operate from the template

5.2 Summary

The purpose of this study was to access the extent to which welfare programs effects employees' satisfaction among commercial Banks in Kenya. The research questions were: How does worker's compensation influence employees' satisfaction among commercial banks in Kenya? What are the effect of training and development on employee satisfaction among commercial banks in Kenya? How does safety and health in the workplace affect employees' satisfaction among commercial banks in Kenya? How does pension schemes influence employees' satisfaction among commercial banks in Kenya?

This study adopted descriptive research survey design. The population of the study was 957 employees, with target sample size of 274 of managers of Commercial banks in Kenya. Structured questionnaires were used to collected data based on the research questions. Descriptive statistics was used to analyze data for frequencies, percentages distribution tables, and the mean. Inferential statistics analysis was done using correlation, linear regression and multiple regression.

The findings on the effect of worker compensation on employee satisfaction revealed that the relationship between worker compensation and employee satisfaction was statistically significant. Annual leave, family leave, child care program, sick leave, relocation benefits, transport benefits, education fees benefits, and financial assistance were all significant

components of worker compensation that enhanced the relationship with employee satisfaction.

The findings on the effects of training and development indicated that there is a significant positive relationship between training and development and employee satisfaction. Training methods, training quality, type of training, promotions, career development, coaching and mentoring and talent development were all significant components of training and development that enhanced employee performance.

The study findings of safety and health revealed a significant relationship with employee satisfaction. Hazards management, accidents investigation, OHS management, and awareness creation all contributed significantly to employee satisfaction.

Finally, pensions and retirement schemes had a weak, positive and significant relationship with employee. Pension funds, retirement benefits, fringe benefits, profits sharing, all contributed significantly to employee satisfaction.

5.3 Discussions

5.3.1 Workers Compensation Program and Employee Satisfaction

Workers compensation programs are usually distributed during different situations, such as when you are going on a vacation, when you are sick, or annual events like on Christmas, etc. (Sullivan, 2010). Transport benefits and education allowances have a great influence on employee's satisfaction. This is in line with Okumbe (2010) who states that transport benefits ease movement among the employees leading to job satisfaction and better job performance. he further states that the kind of method of transport chosen by an organization should be based on its financial ability and the intended impact of the method on employee motivation and reduced turnover 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. Further, the findings agree that educated workers have confidence compared to their less endowed counterparts in terms of education. Those employees seem to be more

satisfied with their work hence provision of education fee benefits gives workers satisfaction at the work place.

Financial assistance also had a great influence on employee performance. This is in line with Armstrong and Mulis (1988), who postulates that offering financial assistance to the employees boosts their morale at work contributing to their job satisfaction. Company loan schemes either provide sums of money to be lent interest free or at favourable interest rates to employees. Small sum to be lent where there is personal hardship. While larger loans are to be lent for defined purposes such as house improvements and purchasing car etc. Repayments are made on regular deductions from salary as agreed by employee and employer. A good employer provides relocation charges to its staff when they moved from one place to another.

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). This was in line with the study findings which indicates that employees derive satisfaction when the bank they are working for extends family leave towards them. Equally, sabbatical leave are given to professionals' working in universities and research institutions for a period not exceeding one year. It 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 (Okumbe, 2010).

According to Cascio (2009), vacation leave does not require payment for time not worked, such as sick time, or holidays. Therefore, employees are not entitled to paid vacation time off from work. Vacation pay is based upon an agreement between an employer and an employee, either a collective bargaining agreement or company policy. The agreement or company policy will determine how much vacation pay you will get. Most employee benefit packages include vacation time. These days off are usually paid, though some employers may offer unpaid vacation time as well.

According to Spinelli (2007), the amount of vacation time varies greatly and depends on the company's policy, but amounts typically range from five to twenty vacation days per year. Vacation time is usually accrued on a per month basis. The employee must schedule the use of vacation days in advance and gain approval from his immediate supervisor or human resources. Family time is used to reconnect with the close members such as children, parents and relatives. Consequently, families could gain better access to healthcare and schools through family leave, and meet their basic needs, thus reducing poverty and improving human and economic development. Improved development among the employees increases the morale to work hence more satisfaction at work (Okumbe, 2010). According to the study findings, family leave, vacation leave, study leave, pensions and financial assistance all had significant relationship with employee satisfaction.

5.3.2 Training and Development and Employee Satisfaction

Employees learning means to develop firms' resource based capability. Organizations invest in people in order to improve their performance and make them use their natural abilities the study found out that training methods, the quality of training and career development all have a great influence on the employee performance. This concurs with Armstrong (2006) who states that effective training can: reduce learning costs, improve individual, quality and overall productivity, can attract people by providing training and development opportunities, develop a positive culture in the organization and can increase employees' level of satisfaction. Bell (2012) further adds that some firms also provide coaching for development which is a process of building a working environment which enhances the development of skills and the performance of employees.

Pool and Pool (2007) also reveals that training practices used by organizations may have an effect, direct or indirect on both employee motivation and organizational commitment. He further adds that in order to equip their employees with the skills necessary to do their job, companies train them, in an effort to optimize their workforce's potential. Quality training is also essential in the motivation of the employees. Many service organizations have embraced this approach of quality assurance by checking on the systems and processes used to deliver

the end product to the consumer. Career development also affected the motivation of employees in the workplace, this agrees with Fink (2010) who argues that Career Development Program seeks to match to needs of the employee with those of the organization with the major components being counseling and training. Counseling provides employees with the opportunity to define career goals and to create plans within the context of organizational realities.

Kelly (2001) found that training investment first generates a negative effect on results (deriving from the cost of the same), which later become positive, as far as the transfer of knowledge to the post is concerned. This effect can also be explained by taking into consideration that if employees perceive that the organization is interested in training them and giving them confidence and intends to count on them in the long-term future, they will make more effort and be more effective in their work. In terms of the Theory of Resources and Capabilities, this may involve barriers to mobility and an improvement in the organization to the extent that it can achieve higher revenue.

Equally, Ling (2007), had noted that training and development are viewed as expensive investments for a business organization and is often neglected during recession. The author cites a reason as the value and contribution could not be effectively ascertained. Ling (2007) mentioned that in most studies relating to training effectiveness, the focus was on establishing the relationship between training system or practices or factors (individual and organizational) with training effectiveness, with emphasis on objective, content, organizational factors, expenditures, duration of training, coverage of employees, delivery methods, profitability, growth and overall organization performance. This findings are in line with the study findings as the majority of respondents indicated that type training and training quality influences employee satisfaction.

According to Vemic (2007) all organizations are concerned with what should be done to achieve sustainable high levels of performance through people. This means giving close attention on how individual can best be motivated through such means as incentives, rewards, leadership and training. The aim is to develop motivation processes and work

environment that will help to ensure that individuals deliver results in accordance with the expectation of management. For current employees whose job performance is not satisfactory. It may be that some type of additional training can help to bring them up to par. Such training needs may be experienced with employees or with group of employees or individual who need additional training it is necessary to determine what they need. According to Heyes (2000), Training can only add value results if there is an opportunity for added value. Either the business is not performing effectively because people are not performing, or there is a market opportunity, which can be exploited but requires some new training or development. Training ensures that greater efficiency is achieved through the production of goods and services with a realistic profit margin in so doing the organization is assured of its survival in the market and in the sector as a whole. The study findings are in line with literature by Heyes (2000), and Vemic (2007) that there exist a significant relationship between training and development and employee satisfaction.

5.3.3 Safety and Health and Employee Satisfaction

Safety in the workplace is essential in ensuring that the employees are satisfied and motivated. The study found out that safety influences employee satisfaction to a very great extent. This is in line with Allender, Colquhoun and Kelley (2011) who found that workplace health leads to job satisfaction despite providing health benefits to the employees. Several studies conducted in the United States ascertain that the health and safety practices are positively related to employee job satisfaction in terms of turnover intentions. It is further mentioned that health promotion programs have positively impacted on the welfare of employees and service delivery.

Safety and health management is an aspect of health and safety in the workplace which also has an influence on the satisfaction of employees according to the data collected. Organizations that manage safety and health 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. All staff are motivated and empowered to work safely and to protect their long-term health, not simply to avoid accidents.

Further wellness program contributes to the satisfaction of employees as an aspect of safety in the workplace according to the study. This concurs with Sell and Shipley (2009) argues that wellness is a composite of physical, emotional, spiritual, intellectual, occupational and social health. (Grant, 2008) further says that wellness programs improve the health and well being of employees and improve profits for the employer. Further, worksite health promotion and wellness programs can reduce sick leave by 27.8%, reduce health cost by 28% and reduce disability costs by 33.5%.

Offering packages for employees that not only include medical insurance coverage, but coverage for disability promotes satisfaction among workers, the study established that in organizations where disability insurance is granted there is more productivity as an attribute of employee satisfaction. The allotment of benefits can vary from policy to policy, from a percentage of your wage to a very specific dollar amount. Flippo (2009) argues that medical services help to keep the employees in good health therefore reducing absenteeism. Having health insurance is valuable for a number of reasons; People who are insured are protected against uncertain and high medical expenses and are more likely to receive needed and appropriate health care. In addition, having health insurance is associated with improved health outcomes and lower mortality, so employees with medical insurance are more likely to be satisfied their place of work. Organizations motivate their employees through medical insurance covers which helps them to retain the employees for a longer time.

Furthermore, offering life insurance contributes to the well-being of the employees in the workplace. According to Okumbe (2010) life Insurance helps in protecting employees against loss of income due to death, accident or ill health, group insurance coverage is most preferred in organization and can be contributory or noncontributory depending with the organization, it is renewable annually and covers employees double income. Employees cater for the private insurance policies which are usually expensive for the employees to cater for themselves. With insurance packages, employees are always satisfied at their work-lace and thus leading to increased productivity on their duties according to Sullivan (2010).

5.3.4 Pension Schemes/Retirement Benefits and Employee Satisfaction

Pension schemes are usually arrangements by the employer to the employee as a package for the later years in life. A pension is a sum of money paid at a regular interval to an employee (or to his or her dependants) who has retired from an organization and is eligible to receive such benefit. In line with this, Mulis (2010) observed that pension scheme may help organizations in retaining and attracting staff. Pension funds contribute to the employee satisfaction in the workplace according to the establishments of the study. This is in line with Willman (2007) who states that with pension funds in place, employees are assured that their future upon retirement is secured hence they are satisfied working with the company. Further, researchers have found a connection between pension scheme and the reduction of employees' turnover among organizations. Employees are more satisfied in an organization which provides a good package for their retirement scheme.

The retirement benefits are also another aspect that influences the satisfaction of employees in the work place. According to the findings of the study, retirement benefits influence satisfaction to a moderate extent. Pension plans are funded by the employer and invested to grow the funds that would be later used to pay retirees after certain age. Retirement benefits, particularly traditional defined benefit pension plans, are more prevalent among union workers although different employers have different packages for their employees. Flyvbjerg (2008) supports the findings of the study by revealing that employees are more satisfied in institutions where the pension package is attractive and of higher value.

The study also reveals that benefit occupational pension influences the satisfaction of an employee. This is in line with Vroom (2010) who argues that occupational pension schemes provide a valuable employee benefit that makes an increasingly important contribution to the income of pensioners. Salary pension schemes also have an effect on the level of satisfaction. Retirement is among the most stressful life events a person can face. If employees feel valued at this difficult time of their life, their motivation is high according to Lawler (2010). A pension scheme ensures stress-reduction and increase employee satisfaction.

Denscombe (2012), had argued that for most organizations, pension systems are most often viewed as a management offer to employees so as to attract valuable and competent staff. Other than just the basic payments, pension is viewed as a value addition to organizational human capital. Clement, (2010) argued that a relationship between employee satisfaction and pension payments does exist. According to the level of employee satisfaction for Taiwanese employees surveyed in the education sector indicates a strong positive relationship both for employees that were still in the system, and those who had since retired, but on a pension scheme. This study finding confirms Clement, (2010), that there is a significant relationship between employee pensions and employee satisfaction in the banking sector.

Retirement benefits enables company owners plan for employees retirement when they will not be able to continue with their job. They keep aside a share, and it builds up from early career till one retirement age. In general, there are two main branches of this. The first one is the defined benefit plan. This is also known as a pension plan most of the times. With a pension plan, your employer will deduct a portion of your wages to invest in some funds (Sullivan, 2010). Pension plans are funded by the employer and invested to grow the funds that would be later used to pay retirees after certain age (Flyvbjerg, 2008). Retirement benefits, particularly traditional defined benefit pension plans, are more prevalent among union workers.

Equally, Lawler (2010), argued that although the pension increase employee's satisfaction, most employees don't allow employees to access the pensions till they retire. This usually cause dissatisfaction particularly in cases where employees have finance emergencies and can't access their pension funds. Similarly, during withdrawal and retirement, pension funds are usually eaten into by inflation, hence their likelihood to be a smaller benefit compared to years of service completed. This is equally a source of pension dissatisfaction. However, this study findings have indicated the existence of positive relationship between pensions and employee satisfaction.

5.4 Conclusions

5.4.1 Workers Compensation Program and Employee Satisfaction

Based on the above findings, the study concludes that workers compensation program influenced employee satisfaction to a little extent. The compensation programs are granted to the employee while he or she is away from work. These are usually distributed during different situations, such as when you are going on a vacation, when you are sick, or annual events like on Christmas. Employees do not enjoy the packages often since they come in certain occasions.

5.4.2 Training and Development and Employee Satisfaction

The study also comes to a conclusion that training and development influences employee satisfaction by a very great extent. The aspect of training and development provides opportunities of personal growth and development for employees. Employees are able to grow, keep skills current, increases employee's involvement in decision making and provide greater visibility and exposure to information. Training, has a positive impact on both motivation and employee commitment. The training methods applied, quality of training and career development all contribute positively further to the performance of the employees.

5.4.3 Safety and Health in the Workplace and Employee Satisfaction

The study further concludes that safety and health influences job satisfaction to a very great extent. Workplace health leads to job satisfaction despite providing health benefits to the employees. Health and safety practices are positively related to employee job satisfaction in terms of turnover intentions hence several organizations are striving to provide the best health package for their employees. Besides the satisfaction of the employees, efficiency in organizations is achieved through ensuring health and safety in the work place.

5.4.4 Pension Schemes/ Retirement Benefits and Employee Satisfaction

The study concludes that pension schemes influence job satisfaction to a great extent. Retirement funding takes on a critical role. Banks have several pension packages for their employees upon retirement. These packages are attractive and increase the satisfaction of their employees. The more the value of the pension schemes the higher the satisfaction among workers. Retirement benefits, particularly traditional defined benefit pension plans, are more prevalent among union workers.

5.5 Recommendations

5.5.1 Workers Compensation Program and Employee Satisfaction

The study recommends that organizations should grant their employees annual leaves to facilitate their relaxation which will ensure better job performance. Relevant leaves such as maternity, education and adoption leave should be given freely in organizations. During the periods of leaves the employees should be entitled to payment.

5.5.2 Training and Development and Employee Satisfaction

The study recommends that organizations should put more emphasize on the training and development of their employees as it improves their satisfaction in the workplace. Organizations should organize more on-job training for their employees to give them more confidence at work. Further, the management should organize more workshops both internally and externally to learn from their competitors. Team work among individuals should be encouraged which can be made possible by more training platforms in the organizations. Further, organizations should aim in developing careers for their employees through such as promotions in the job ladder to increase their performance.

5.5.3 Safety and Health and Employee Satisfaction

The study further recommends for institutions to develop more safety and health programs in the workplace since it has a verity great influence on employee satisfaction. Depending on the size of the organization necessary steps should be in place to ensure that hazards within

the workplace are taken care of. This study therefore recommends that an institution should have a first aid kit box for the minor injuries within the premises. Further, the management should train employees on various steps to take in case of an accident. Relevant exit points should also be fitted and made known to all the employees. In the cases where employees have to deal with harmful products protective gadgets need to be put in place to prevent illnesses and diseases among employees.

5.5.4 Pension Schemes/Retirement Benefits and Employee Satisfaction

This study also recommends that organizations should put in place a package for their employees to use in as their pension schemes. Organizations should strive to have the best package for their employees to ensure their retention in future. The management of organizations should also consider the idea of dividend sharing with the employees as it is seen to have a very great influence on their satisfaction.

5.5 Suggestions for Further Research

The study focused on welfare programs and employee satisfaction only in the banking sector. Studies should be conducted in other sectors of economy about the customer retention. Similar studies should be conducted in a field such as in entrepreneurship to establish whether welfare programs have an effect on employee satisfaction of the businesses.

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APPENDICES

Appendix I: Research Questionnaire

Dear Respondent

This questionnaire is designed to assist the researcher to make an objective assessment of the effects of welfare programs on employee satisfaction in commercial banks in Kenya. The exercise is basically academic and your answers will be treated with the utmost confidentiality they deserve. Your maximum co-operation is highly anticipated. Please tick (✓) the response applicable to you.

SECTION I: DEMOGRAPHIC INFORMATION

Instructions

You are requested to fill out your personal information in the spaces below. Please tick only one response.

1. Gender.

Male Female

2. State your department.

.....

3. State your experience in the bank

a) 0-5 Months b) 6-10 Months

c) 11-15 Months d) 16-24 Months

4. State your education level.

a). Basic Education b) ondary c). technic

d). Tertiary d). University

Part B: Welfare programs and employee satisfaction

5. How do you rate employee satisfaction in your bank?

- 1) Very High
- 2) High
- 3) Average
- 4) Poor
- 5) Very poor

Workers Compensation Program

6. To what extent does workers compensation program affect employee satisfaction in your bank?

- To a very great extent To a great extent
- To a moderate extent To a little extent
- To no extent

7. To what extent do you agree with the following attributes of workers compensation effect on employee satisfaction in your bank? Use a scale of 1-5 where 1= strongly agree, 2= agree, 3= not sure, 4= disagree and 5 = strongly disagree

	1	2	3	4	5
Annual leave					
Family leave					
Child care program					
Sick days					
Relocation benefits					
Transport benefits					
Educational fees benefit					
Financial assistance					

8. You are kindly requested to state your degree of satisfaction in relation to each of the items on a 5-point scale. Tick in the most appropriate column.

Use the key when responding

HS = Highly Satisfied MS = Moderately Satisfied S = Satisfied

NS = Not satisfied D = Dissatisfied

To what extent are you satisfied with the following:					
	HS	MS	S	NS	D
Size of base salary (pay level)					
Pay administration/ Timely payment of salary by the bank					
Amount pay raise/increase/ amount of annual increment awarded					
Pay structure					
Pay policy consistency					
Pay differences among job groups					
Pay compared to similar jobs in other institutions					
Pay administration					
The salary you receive in relation to your job group					
The amount of salary you receive in relation to your work load.					

Training and development

9. To what extent does training and development affect employee satisfaction in your bank?

To a very great extent To a great extent

To a moderate extent To a little extent

To no extent

10. To what extent do you agree with the following attributes of training and development effect on employee satisfaction in your bank? Use a scale of 1-5 where 1= strongly agree, 2= agree, 3= not sure, 4= disagree and 5 = strongly disagree

	1	2	3	4	5
Training methods					
Training quality					
Type of training					
Career development and progression					
Lateral job transfer					
Promotions					
Workshops and seminars					
Induction and orientation					
Coaching and mentoring					
Taping and developing talents					
Training needs analysis					

Safety and health in the work place

11. To what extent does safety and health in work place affect employee satisfaction in your bank?

To a very great extent To a great extent
 To a moderate extent To a little extent
 To no extent

12. To what extent do you agree with the following attributes of safety and health in work place effect on employee satisfaction in your bank? Use a scale of 1-5 where 1= strongly agree, 2= agree, 3= not sure, 4= disagree and 5 = strongly disagree

	1	2	3	4	5
Safety and health management					
Wellness program					
Disability insurance					
Medical insurance					
Life insurance					
Environmental protection					
Risk factor detection					

13. What is the extent to which the following affect your health and safety?

	Not at all	Low extent	Moderate extent	Great extent	Very great extent
Hazard Management					
Awareness creation					
Appropriateness of OHS management strategy					
Emergency handling					
Accident investigation					

14. How effective are the following aspects of occupational health and safety in your organization? Use a scale of 1-5 where 1= Ineffective and 5= Very effective

	1	2	3	4	5
Promotion and maintenance of the highest degree of physical, mental and social well-being of workers					
Protection of workers in their employment from risks resulting from factors adverse to health					
Placing and maintenance of the worker in an occupational environment adapted to his physiological and psychological capabilities					

Pension schemes/ retirement benefits

15. To what extent do pension schemes/ retirement benefit affect employee satisfaction in your bank?

- To a very great extent To a great extent
- To a moderate extent To a little extent
- To no extent

16. To what extent do you agree with the following attributes of pension schemes/ retirement benefit effect on employee satisfaction in your bank? Use a scale of 1-5 where 1= strongly agree, 2= agree, 3= not sure, 4= disagree and 5 = strongly disagree

	1	2	3	4	5
Pension funds					
Retirement benefits					
Benefit occupational pension					
Salary pension schemes					
Fringe benefits					
Pensions arrangements for dependents					
Social security systems					
Profit sharing					

17. What is your level of agreement with the following statements?

Opinion	Strongly Agree	Agree	Indifference	Do Not Agree	Strongly Disagree
Pension Scheme	5	4	3	2	1
Pension scheme determine employees satisfaction in the organization					
Pension scheme increase employee loyalty to the organization					
Pension scheme reduces worry about ones family security					
Pension scheme give a feeling of power by having some control over planning for retirement					

End

Thank you.