

**EFFECTS OF EMPLOYEE WELFARE SERVICES ON THEIR  
PERFORMANCEA CASE OF WINDSOR GOLF HOTEL  
AND COUNTRY CLUB NAIROBI KENYA**

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**A RESEARCH PROJECT PRESENTED TO THE SCHOOL OF  
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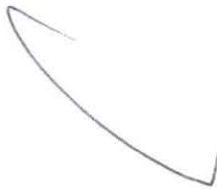
## DECLARATION

I hereby declare that this research entitled “effects of employee welfare services on their performance” a case study of Windsor golf hotel and country club Nairobi Kenya is my original work carried out solely and has never been submitted in any academic institution for examination.

Signature...  ..... Date ... 10/10/2011 .....

Nduati Eric mwarangu

(Supervisee)



### APPROVAL

This research was compiled Nduati Eric Mwarangu (BIB/10015/81/DF.) Under the topic effects of employee welfare services on their performance has been under my supervision and guidance. It is ready for examination and therefore submitted with my approval.

Signature..........date .....10th Oct 2011.....

Mr. Ruteganda Michael.

(Supervisor)

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My most sincere gratitude goes to the Almighty God for enabling the success of this research. Secondly I would like to thank my parents for the valuable guidance and financial support, the entire KIU fraternity for making it all an enjoyable and successful process. I am also grateful to my supervisor Mr. Ruteginda for his tireless expert input into this research, his guidance and moral support indeed I cannot acknowledge all those who have dearly contributed to my success all I can say is God bless you.

## **DEDICATION**

This research project is dedicated with love to my mum and dad and my sister Florence for their total dedication towards my success. God bless you.

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## **ABSTRACT**

The research contains five chapters. The first chapter gives introduction to the topic in view which is on the effects of employee welfare on their level of performance. It also introduces to Windsor Golf hotel and country club which is the organization that the researcher intends to get comprehensive information from. This is a hotel based industry, a fast growing and also a major source of revenue in our country and hence where welfare of all employees is of much essence. It indicates the specific research objectives and the research questions which will help to analyze all the information required.

The second chapter covers the reviews of different authors who have different views on the topic in question. The chapter will comprehensively cover all the variables that revolve around employee welfare. Different views, sources and beliefs will be featured to ensure that accuracy of information is achieved.

The third chapter will show the steps that will be followed in the execution of the study. A descriptive research design will be used to enhance in-depth information which will help show an accurate profile of persons, events or situations. The research targets 300 employees where a sample of 50% in each department will be issued with questionnaires to fill in without manipulation and the data collected will later be analyzed through the use of graphs and pie charts. Personal responsibility and confidentiality and confidentiality of information acquired will be maintained.

The fourth chapter shows the analysis for the collected data presentation and the interpretation of the data. Here the findings will be presented in the various respondents in the hotel this including the age rate of respondents, gender, departments among others. This will be in form of charts and graphs. The effects of the welfare services will be analyzed and scrutinized.

The last chapter highlights the findings, conclusions and researchers recommendation on the effect on the effects of welfare services on employee performance.

## **CHAPTER ONE**

### **1.0 INTRODUCTION**

This study is centered on the assessment of impact of employees' welfare towards their performance in the organization.

### **1.1 BACKGROUND OF STUDY**

Welfare in an organization is a way of making life worth living for. This is also fairing or doing well. Welfare is the physical, mental, moral and emotional wellbeing of an individual. An employee on the other hand is a person who has been employed for wages or salary under a contract of service. These employee welfare may include private help with counseling on personal problems, assistance with problems of health and sickness and special services for retired employees. The employee of any organization is the most vital resource in the running of the organization and hence they should be treated like full human beings.

Martin (1967) says that employee contribute to the organization when they are reasonably free from worry. People are entitled to be treated as full human beings with personal needs. Hopes and anxieties, they are employed as people and hence cannot readily leave trouble at home.

Enhanced commitment and loyalty may not necessarily result into increase in productivity but undue anxiety can result in reduced effectiveness. Even if welfare services cannot increase individuals' productivity they can help to minimize decreases. Welfare services may not directly increase productivity but it may increase performance and help in retention of key employees.

The factory Act (1948) mandate that every industrial establishment must appoint welfare officers if the number of employees is 500 or more

### **1.1.1 WINDSOR GOLF CLUB AND HOTEL PROFILE**

Windsor golf club and hotel is a five star hotel which was founded in the year 1950. It started as a small hotel and has grown through the years to become a golf club and hotel. Its located along Kiambu road off 20km. its mission is to provide standard quality products and services to its customers. Its aim is to ensure that every aspiring customer can access its services to full satisfaction by employing well knowledgeable, highly skilled, trained and experienced employees to help deliver its services to the customers. Its vision is “to be a market leader in the hotel industry”.

Windsor has its key departments which help in the delivery of its services and accomplishment of its key goals. This include: golf administration and membership department, front office department, food and beverage department, sales and marketing department, housekeeping department and human resource department. Windsor hotel has employed a total of 201 employees all working in the different departments.

Windsor golf club and hotel targets both the customers within the country and those outside the country, that is, the tourists coming from outside the country. It also works to provide conference halls which are well equipped to ensure effectiveness. It also targets those in sports especially the golf players both the learners and the pro’s by provision of a golf pitch. Others in activities like squash, swimming and badminton are also catered for. It also provides wedding venues holding different congress occasions.

Being in the hotel industry, Windsor hotel works to provide high quality and nutritious foods to all its customers. It has its menu’s for appetizers, main meals and desserts.

## **1.2 STATEMENT OF THE PROBLEM**

The industrial worker is indeed a soldier safeguarding the social and economic factors of the industrial economic factors of the industrial economy and this actions and interactions within the industrial framework will have great impact and influence on industrial development.

Employee welfare is a major motivator, helps to remove dissatisfaction which according to Herzberg can be removed by looking into hygiene factors and also besides removing dissatisfaction help develop loyalty in workers towards the organization. Lack of employee welfare may be indirectly a cause of labor turnover and hence by provisions of certain welfare facilities in the organization, employees loyalty and commitment is enhanced hence increasing on their productivity. According to Indian employers labor welfare is concerned with counteracting the beneath effects of a large scale industrial system of production especially capitalistic.

A strong case for employee welfare services therefore existed and the real question was not “why welfare” but “what sort of welfare” it is for this reason the researcher intended to investigate on the effects of welfare services on employee performance.

## **1.3 OBJECTIVES OF THE STUDY**

Welfare may not directly increase productivity but it may add the general feelings of satisfaction with the company and cut down labor turnover and this largely affects the employees' performance in the organization.

### **1.3.1 GENERAL OBJECTIVES**

The purpose of the study was to assess the impact of employee welfare services on their performance.

### **1.3.2 SPECIFIC OBJECTIVES**

The specific objectives of the study were:-

- i. To assess the contribution of counseling services on employee performance.
- ii. To establish the effects of health and safety policies on employee performance.
- iii. To find out the effects of employee recreational facilities on their performance.
- iv. To determine the contribution of welfare societies on employee performance.

### **1.4 RESEARCH QUESTIONS**

The research was guided by the following research questions:-

- i. What are the contributions of counseling services on employee performance?
- ii. How has health and safety policies affected employee performance?
- iii. What is the effect of recreational facilities on employee performance?
- iv. Which are the contributions of welfare societies on employee performance?

### **1.5 SIGNIFICANCE OF THE STUDY**

Employee effective performance is a vital requirement in any organization be it small, medium or large. Employee welfare is also a big motivator in the organization. At the end of this study the groups that benefited from it included the employee, management and other researchers.

### **1.5.1 Employees**

The employees were able to identify their welfare status and how it affected their loyalty and commitment to the organizational process. They were also able to understand the importance of labor welfare and how it contributed to the increased efficiency and productivity.

### **1.5.2 Management**

At the end of the study the management was able to identify the kind of and ways in which they could implement welfare to their employees and the kind of labor welfare practices. The management was also able to allocate enough resources for the labor welfare practices of their employees.

**1.5.3 Other researchers in the same field also greatly benefited in that the research was used as a guideline to the further research.**

## **1.6 LIMITATIONS OF THE STUDY.**

During the period of the study, the researcher encountered some problems as it majorly involved interactions with different people and organizations. Some of this included:-

### **1.6.1. Poor and unwilling respondents**

The respondents were not very willing to respond to the questions hence making the responses inefficient and ineffective which in turn led to biasness. The information hence was not very useful to the researcher. The researcher assured the respondents confidentiality of the information given in order to earn their trust.

### **1.6.2. Lack of resources**

The necessary resources to aid in enhancing efficiency and effectiveness of the research were unavailable hence the research became not useful to the researcher and hence inefficiency. To solve this, the researcher gathered all the required resources including setting adequate time to gather required information.

### 1.7 SCOPE OF STUDY

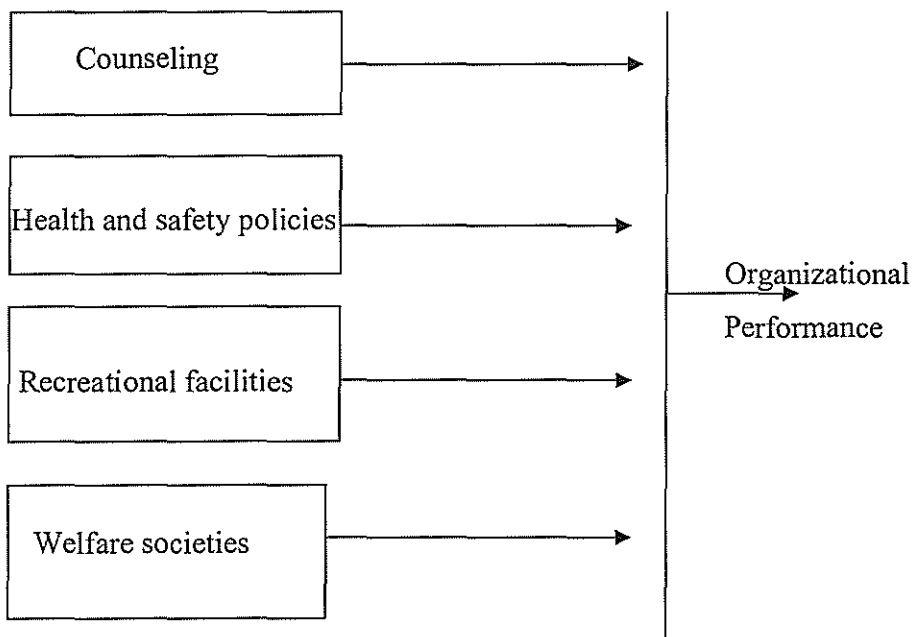
This study was carried out at Windsor golf club and hotel located along Kiambu road off 100km from the main road.

A total population of 300 people contributed to the study analyzing the effects of employee welfare on their performance

### 1.8 CONCEPTUAL FRAMEWORK

#### Independent variable

##### Employee welfare



Source: Author (2011)



### **1.8.1 Effects of counseling services on employee performance**

Counseling is the gradual or step by step process of helping a person work out their problems, coming up with alternatives so that they can be able to live with the issue or cope with the situation. Employees have different issues which may be caused internally in their work places or externally while away from work and unless counseling is provided this affect their performance.

### **1.8.2 Effects of health and safety policies on employee performance**

Policies are continuing guidelines on the approach an organization intends to adopt in managing its people. An insurance policy is hence the guidelines on the approach the organization intends to adopt in order to provide suitable insurance covers to its employees. Any employee is prone to many accidents and hence such insurance covers helps to cater for medical payments in cases of emergency. Thus, provision of insurance policy and cover may affect employees' performance.

### **1.8.3 Effects of recreational facilities on employee performance**

Recreational facilities are a group service whereby an organization should consider providing services such as sports facilities, social clubs, Christmas parties, indoor games and family day outs. Such services helps employees relax and get to know one another well. Informal groups which are at times useful to the organization are formed out of such interactions. The way employees relate to each other may have a great impact on their performance.

### **1.8.4 Contributions of welfare societies on employee performance**

The welfare societies could include cooperative societies, financial loans, incentives, bonus schemes, compensation for injuries and financial assistance in times of need. Employees feel free from worry if they are assured they can get financial help in times of difficulties which greatly affect their overall performance.

## **CHAPTER TWO**

### **2.0 LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

This chapter analyses views from several authors related to each specific objective of the study. It examines literature by various scholars and authors on the effects of employee welfare services on their performance.

#### **2.2 REVIEW OF THE PAST RELATED STUDIES.**

Arthur James Todd says labor welfare means anything done for the comfort and improvement, intellectual or social of employees over and above the wages paid which is not a necessity of the industry.

International labor organization defines welfare as including such services facilities and amenities which maybe established in or in vicinity of undertakings to perform their work in healthy and congenial surroundings and to avail of facilities which improve their health and bring high morale. According to the labor investigation committee (1946) employee welfare means anything done for intellectual physical, moral and economic betterment of the workers, whether by employers, by government or by other Agencies over and above what is laid down by law.

##### **2.2.1 EFFECTS OF COUNSELLING SERVICES ON EMPLOYEE PERFORMANCE.**

Dwivedi (2005) says that it is impossible for any human being to always have an optimal emotional balance. However, the point of 'blow-up' varies with every human being because of individual differences with respect to tolerance of emotional problems. Counseling is not merely limited to professionally trained counselors, supervisors and managers of the organization can effectively counsel employees having less serious problems.

He continues to say that suppression of emotional problems which gets reflected in an individual's low morale and reduced performance is dangerous to both the individual and organization. The management cannot overlook the emotional problems of its people of its people hence need for counseling is realized.

According to Armstrong (20005), internal counseling services can be provided by fulltime staff or volunteers who may work on a part-time basis. No specific academic qualifications are required for this work but those carrying it out should be carefully asses for suitable and relevant experience and they should have undergone extended training in counseling methods. The effectiveness of such counseling services can be seen through the reduction of absenteeism and highly improved performance.

The committee of labour welfare (1960) has prescribed duty to the labour welfare office which is counseling workers in personal and family problems, adjustment to their work environment and also understanding their rights and privileges. Employees are highly motivated when they are free from worry in their work stations hence increased morale which boosts performance in the long run. (Gupta 2005)

One general objective of counseling is to help employees to improve their mental health and develop in self confidence, understanding, self control and ability to work effectively hence higher performance according to SUBBA RAO (1998)

### **2.2.2 EFFECTS OF HEALTH AND SAFETY POLICY ON EMPLOYEE PERFORMANCE**

The royal society for the prevention of accidents (Bibbings, 2003) says that we fail to prevent accidents not just because of incomplete control of the circumstances which gives rise to them, but because of our inevitably incomplete knowledge of what will happen in the future.

Research done by the Health and safety executive established that the tangible benefits from better health and safety management include higher productivity lower absence, avoiding the cost of accidents and litigation meeting clients demand and improved staff morale and employee relations. This means that lack of a health and safety policy may lead to poor employee relations, lowered productivity and also increased rates of absenteeism.

Prevention of accidents and elimination of health and safety hazards are a prime responsibility of management and managers in order to minimize suffering and loss says Armstrong (2006). Employees may become stressed which may greatly interfere with the production level of the organization hence labor turnover.

Saleemi(2007) views that managerial scholars agree that a labour welfare activity which involves health and safety measures act as motivators and result in higher productivity and profits as well as enhancing the levels of employee performance in the organization.

In the workmen's compensation act cap, 236, its main objective is to provide for the payment of compensation by certain cases of employers to their workmen for injury by accidents. It enables the workmen to get compensation hence enabling them to be free from daily worries hence better performance.

According to SUBBA RAO, employees' safety and health should be taken care of in order to protect the employees against accidents, unhealthy working conditions and to protect workers capacity to perform. He also acknowledges that, in addition to safety and health policy, provision for the payment of compensation has also been made under workmen's compensation Act 1923.

Research has shown that most employees prefer health insurance over most other benefits such health insurance hospitalization, surgical fee and other major medical fee (vancevich 1998)

According to C.B. Gupta (2008) industrial workers are exposed to several types of hazards and accidents due to rapid industrialization, mechanical, electrical and radiation. Hazards have increased. He terms industrial accidents as a sudden and unexpected occurrence in an industrial undertaking causing body injury to one or more persons and interruption in the orderly progress of work hence disoriented performance.

### **2.2.3 EFFECTS OF RECREATIONAL FACILITIES ON EMPLOYEE PERFORMANCE.**

N.A Saleemi says that recreational activities go a long way in stimulating interest in the workers to produce at their full capacity and pay a good dividend to the management in the long run. Managerial scholars agree that recreational activities act as motivators and result in higher productivity and profits

The law has argued upon the member countries to take appropriate steps to provide recreational facilities for the workers in or near the undertaking in which they are employed

(Gupta 2005) The committee on labor welfare recommended that state government and Trade union should take inevitable and combine their effort to provide a minimum number of sports and recreation to keep the labor force fit and healthy.

Gupta continues to say that recreation in the form of music, art, theatre, sports and games can play an important role in the physical and mental development of employees, upon such developments workers will actively generate ideas hence help meet the organization goals through the raised performance standards.

When employees are actively involved in recreation programs these help minimize social evils such as alcoholism, gambling, prostitution, drug addiction and the like. A worker is likely to fall a victim to any of these if dissatisfied or frustrated. Such recreational facilities as indoor games tend to make the worker happy, cheerful, confident looking and keeps them energetic hence higher performance. (Aswathappa 2004)

## **2.2.4 CONTRIBUTIONS OF WELFARE SOCIETIES ON EMPLOYEE PERFORMANCE**

SUBBA RAO (2005) says that the main objective of setting up credit societies is to encourage thrift and provide loan facilities at reasonable terms and conditions, primarily to employees. He continues to say that some organization encourage employees to form cooperative credit societies with a view of fostering self help rather than depending upon money lenders while some organizations provide loans to employees directly.

Benefits and pay supplements in the form of insurance , pensions, paid holidays, bonuses, profit sharing are significant components in the compensation system involving substantial labor to enhance the attractiveness of a job hence retaining a highly motivated workforce hence high performance.(Fringe 2004)

SUBBA RAO (2005) views welfare societies as welfare activities like acquiring of house sites, construction of house, and establishment of cooperative housing societies, cooperative credit societies and organizing trading activities. Such activities act as

motivators hence giving employees a sense of belongingness and in return high performance.

The national cooperative development Board set up a committee and suggested that employees should introduce consumer cooperative stores in their welfare programs (Gupta 2005) the employer is required to give assistance in the form of share capital, working capital, loan and free accommodation. Employees should be treated as normal human beings with wants and hence relieving them with such tensions and retaining a productive workforce.

Welfare societies are those economic services which may include cooperatives loans, financial grants, thrift and saving schemes. These could be provided by the employer hence keeping employees away from daily worries hence attending their work stations fully energized (Aswathappa 2002)

## **2.3 CRITICAL REVIEW**

Organizations exist for the purpose of making profit, which only comes with employee good performance, which translate to productivity. Effective performance management is an integral part of manager's role. It is a powerful tool for improving how individuals and team deliver and yet managers find provision of welfare services difficult in many organizations and hence do enough to get the absolute best from their employees.

Every morning workers set off to work in factories, offices, schools, mines and many other places. Most of them assume that they will return home safely and in good health at the end of the working day but unfortunately many workers do not. Some go home injured while others carry with them work and other domestic stress. Organizations should give special attention to provision of welfare services that could highly motivate their employees to go to work without absentia.

Today many organizations have formal arrangement to encourage their employees to submit suggestions regarding their wellbeing. That is, their health and safety welfare. It is usual to have a committee consisting of representatives of managers to assess the suggestions and recommend whether they should adopt the strategies but in most cases the final decision is not implemented by management due to reasons like limited financial

resources. Managers should hence set aside special funds for the implementation of such employee welfare.

Most trade unions fight for their employees well being, that is through provision of welfare services and hence most organization will provide such services in order to avoid or minimize conflicts with the trade unions who may bargain for such provisions to their union sake and hence forget the follow-up on the effects of such welfare services on their workforce. Trade unions should take the initiative to teach the benefits of welfare services to the employers who should take the responsibility of keeping his workforce motivated.

## **2.4 SUMMARY**

Welfare is the practice of looking after people. It's all those benefits and assistance provided by an employer to their staff. Welfare means faring well or doing well. It refers to the physical, mental, moral and emotional well being of an individual. Staff welfare means taking care of the well being of workers by employer.

Welfare services may be provided for matters concerning employees which are not immediately connected with their jobs though they may be connected generally with their place of work, their physical, emotional and psychological well being. Employee welfare is a wide Human Resources aspect in that, it covers welfare in the sense of looking after the physical needs of employees. This is largely covered by the health and safety legislation though this is part of welfare. It's enforced by the law but not all welfare is mandatory. The employer has the discretion to decide on what additional facilities to provide for employees. Employers provide financial provision as welfare by providing pension benefits, sickness benefits.

Labour welfare is defined as a term which is understood to include such services, facilities and amenities as maybe established in the vicinity of undertakings that is within the workplace or outside the workplace to enable the persons employed in them to perform in healthy, congenial surroundings and to provide them with amenities conducive to good health and high morale.

## **CHAPTER THREE**

### **3.0 RESEARCH DESIGN AND METHODOLOGY**

#### **3.1. INTRODUCTION**

This chapter shows the steps which were used in the execution of the study. It highlights the areas covered which included the research design and why the researcher included the research design and why the researcher used that particular design. The chapter also identified the targeted population and explained the sampling procedure that was used by the researcher to come up with the sample population. The tools/instruments that the researcher used to collect data and the data analysis methods used to interpret the data collected is also highlighted. Lastly the research ethics that the research applied are also indicated.

#### **3.2 RESEARCH DESIGN**

The researcher used descriptive research design to present the research study. The researcher settled for this design as it comprehensively indicated the state of affairs as they existed. This method involved going to the field to seek information which is carefully designed to ensure complete description of the situation, making sure is minimum business in collection of data and keep cost to a minimum. Mugenda (2003) says descriptive research design portrays an accurate profile of persons, events or situation. Cooper & schinder (2001) refers descriptive design as the best that ensures the questions who, when, why, which and how in the most comprehensive manner.

#### **3.3 TARGET POPULATION**

The research study targeted employees of Windsor Golf Hotel and county club which is in the hotel industry located along Kiambu road off 20km. The research specifically confined itself to employees in the food and beverage department. The researcher targeted this group as they are the core people in the smooth running of the organization hence their physical and mental wellbeing should be attentively attended to.



**Table 3.1 Target population**

Category(deports)	Target	Percentage
Food & beverage	20	20%
Front office	10	10%
Golf administration & membership	30	30%
Sales & marketing	20	20%
House keeping	10	10%
Human resource	10	10%
	<b>100</b>	<b>100%</b>

Source Author( 2011)

### 3.4 SAMPLE DESIGN AND PROCEDURE

The researcher used a probability sampling where 50% of the targeted population was selected. The sample comprising of 50% of each section was selected in order to have all the categories represented and the results of the study justifiable. The method used to sample was simple random sampling where names of employees were picked keeping in mind the gender and age brackets.

**Table 3.2 Sample size**

Category (deports)	Target	Sample (50%)
Food & beverage	20	10
Front office	10	5
Golf administration & membership.	30	15
Sales and marketing	20	10
House keeping	10	5
Human resource	10	5
	<b>100</b>	<b>50</b>

Source Author (2011)

### **3.5 DATA COLLECTION INSTRUMENTS AND PROCEDURE**

The researcher used primary data collection through questionnaire containing both open and closed ended questions.

#### **3.5.1 Questionnaires.**

A questionnaire is used when factual information is desired, when opinions rather than facts are desired (best, et.al 2001). A set of specific questions were prepared in order to aid the researcher collect data from the targeted population. The questionnaires were designed keeping in mind that the questions should be short, precise, easy to understand and straight to the point. The use of questionnaire is cheaper and more convenient for both the researcher and the respondent as they filled in at their own time making it more efficient. Questionnaires also give a record for future reference hence can be verified.

### **3.6. DATA ANALYSIS**

Data analysis is the process of bringing order, structure and meaning to the mass of information collected. Analysis of data refers to seeing the data in the light of hypothesis or research questions and the prevailing theories and drawing conclusions that are as amenable to theory formation as possible.

### **3.7. RESEARCH ETHICS**

This section indicates the values and norms that the researcher enforced while collecting information. The researcher hence ensured personal responsibility for the respondents were not exposed to situations where they could be subjected to physical or mental harm. This was ensured by making sure that no personal questions were asked in both the questionnaires. Confidentiality was also enforced so as to guard the respondents' privacy.

## CHAPTER FOUR

### 4.0 DATA ANALYSIS, PRESENTATION AND INTERPRETATION.

#### 4.1 INTRODUCTION

This chapter focuses on analyzing data that was collected using the research instruments which include questionnaire. The data collected is presented in labour form, percentages and is descriptive statistics such as pie charts and bar graphs.

#### 4.2 PRESENTATION OF FINDINGS

##### 4.2.1 Response rate

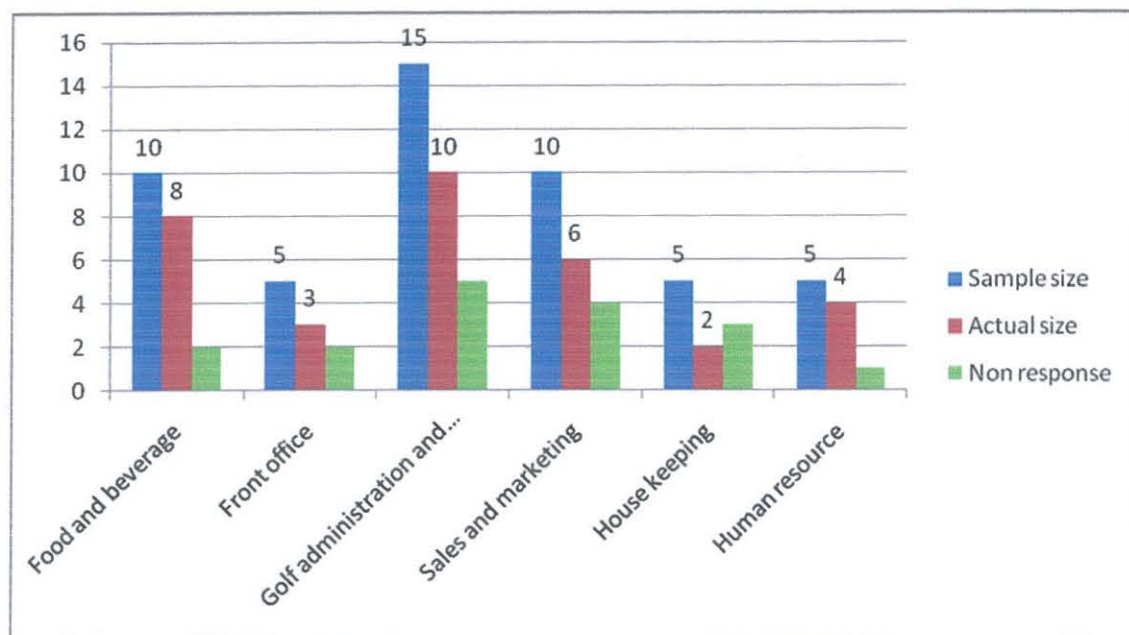
The response rate was as follows

**Table 4.1 response rate**

Category (departments)	Sample size	Actual response	Non response
Food and beverage	10	8	2
Front office	5	3	2
Golf administration and membership	15	10	5
Sales and marketing	10	6	4
House keeping	5	2	3
Human resource	5	4	1
Total	50	33	17
Percentage	100	66	34

Source Author (2011)

**Fig 4.1 response rate**



Source author (2011)

From the information, most questionnaires were responded to this gave the research a better position to draw the expected conclusion. The study findings indicated that 66% of the sample population participated in the stay while 34% did not respond. This was the representative sample which was fairly high

#### 4.2.2 Gender of respondents

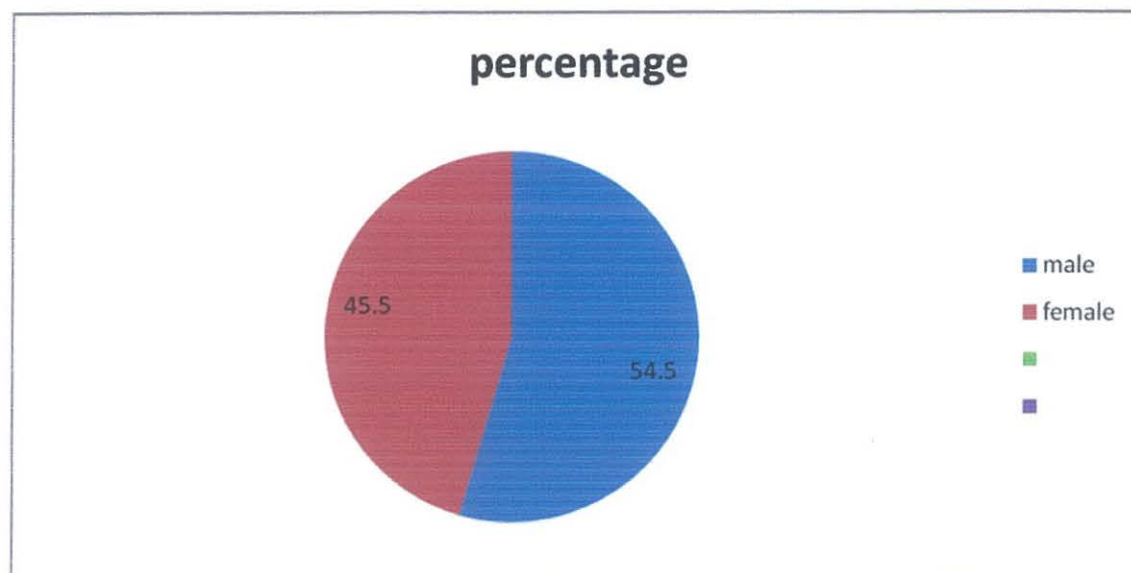
The gender study obtained the following results

**Table 4.2 Gender**

Gender	Frequency	Percentage
Male	18	54
Female	15	45
Total	33	100

Source Author (2011)

**Fig 4.2 Gender**



Source author (2011)

After analyzing the gender of the actual respondents, the researcher found out that 54% of them were male while 45% were female respondents than the female respondents.

#### **4.2.3 Age**

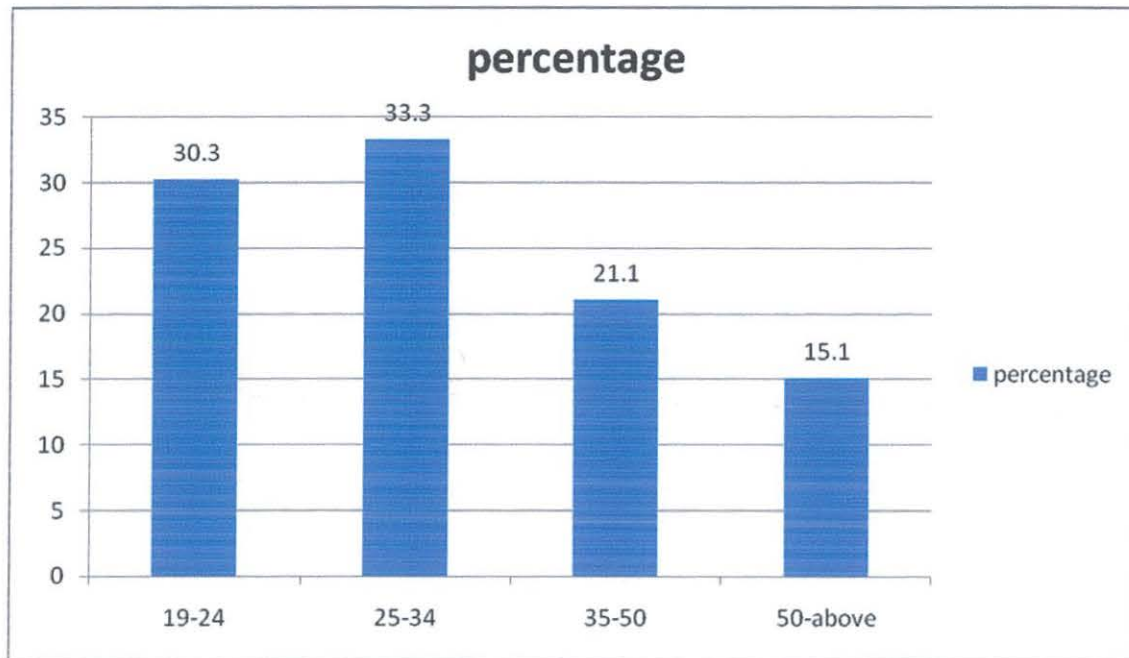
On age brackets the following were the findings

**Table 4.3 Age**

Age	Frequency	Percentage
19 – 24	10	30
25 – 34	11	33
35 – 50	7	21
50 – above	5	15

Source Author (2011)

**Fig 4.3 Gender**



Source author (2011)

From the data, the researcher found out that the highest age bracket employed in the organization are those between 25 years and 34 years old followed by those between 19 years and 24 years. Those who were between 35 years and 50 years had a 21% while those between 50 and above were 15%

#### 4.2.4 Departments

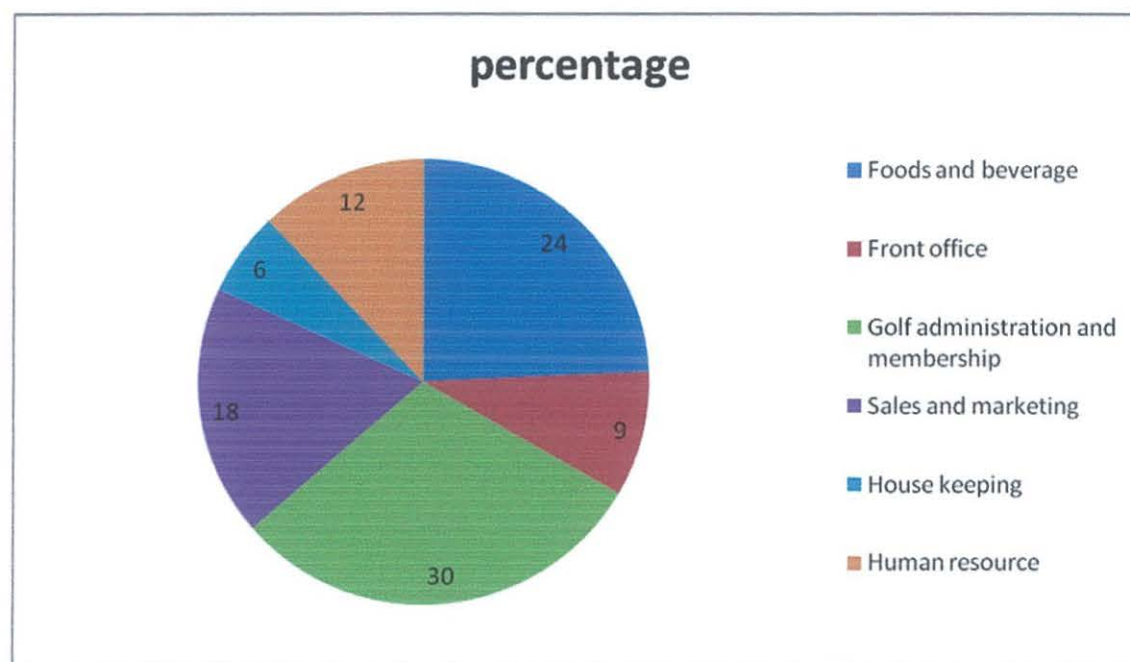
The department study was as follows

**Table 44 departments**

Department	Frequency	Percentage
Foods and beverage	8	24
Front office	3	9
Golf administration and membership	10	30
Sales and marketing	6	18
House keeping	2	6
Human resource	4	12
Total	33	100

Source Author (2011)

**Fig 4.4 Departments.**



Source author (2011)



From the data, it's clear that, most of the respondents were in the Golf administration and membership with a 30% followed by food and beverage with 24%. Sales and marketing with 18%. Human resource department had a 12% respondent while the House keeping had the least respondents with 6%

#### 4.2.4 Duration of stay

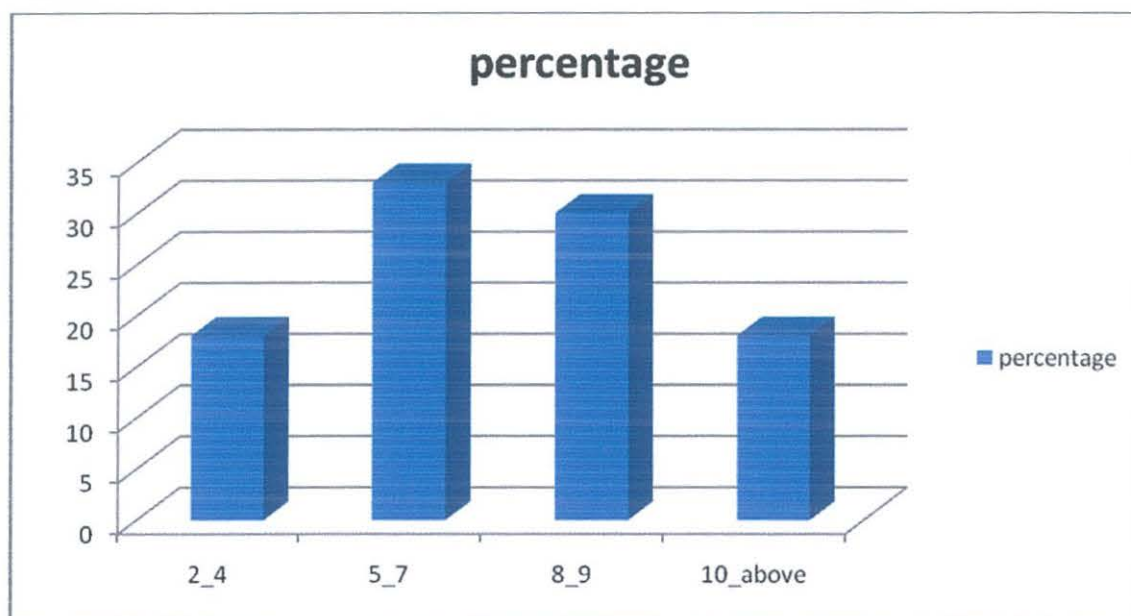
On the duration the findings were as follows

**Table 4.5 Duration on stay**

Duration of stay (years)	Frequency	Percentage
2-4	6	18
5-7	11	33
8-9	10	30
10- above	6	18
Total	33	100

Source Author (2011)

**Fig 4.5 Duration of stay**



Source author (2011)



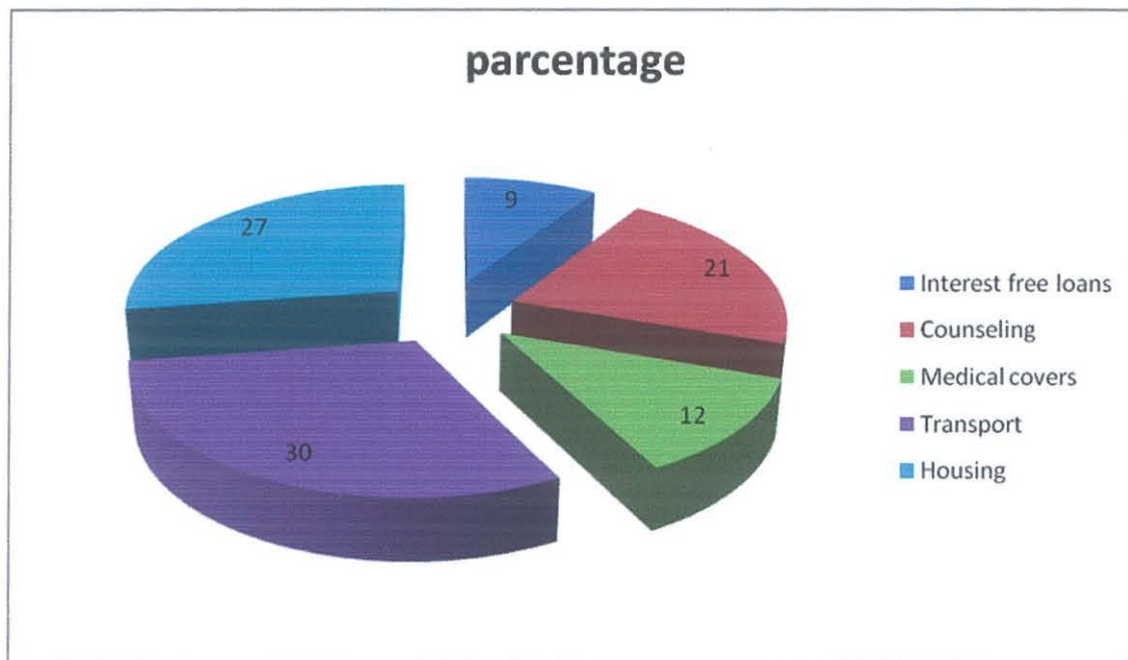
The study findings indicate that 18% were 2-4 years, 33% were 5 - 7 years, 30% were 8-9 while 18% were 10 years and above. This shows that majority of the respondents had stayed for 5 - 7 years

#### 4.2.5 Type of welfare services.

On the type of welfare services the findings indicated the following

Source Author (2011)

**Fig 4.6 Type of welfare services.**



Source Author (2011)

From findings above its clear that the type of welfare services are administered according to departs hence some welfare services do not apply in all departments. 9% receive interest free loans 21% receive counseling services, 12% get medical covers, 30% get transport services while 27% receive housing allowances. It is clear that most of the respondents get transport and housing services.

#### 4.2.6 Response on effectiveness of welfare facilities

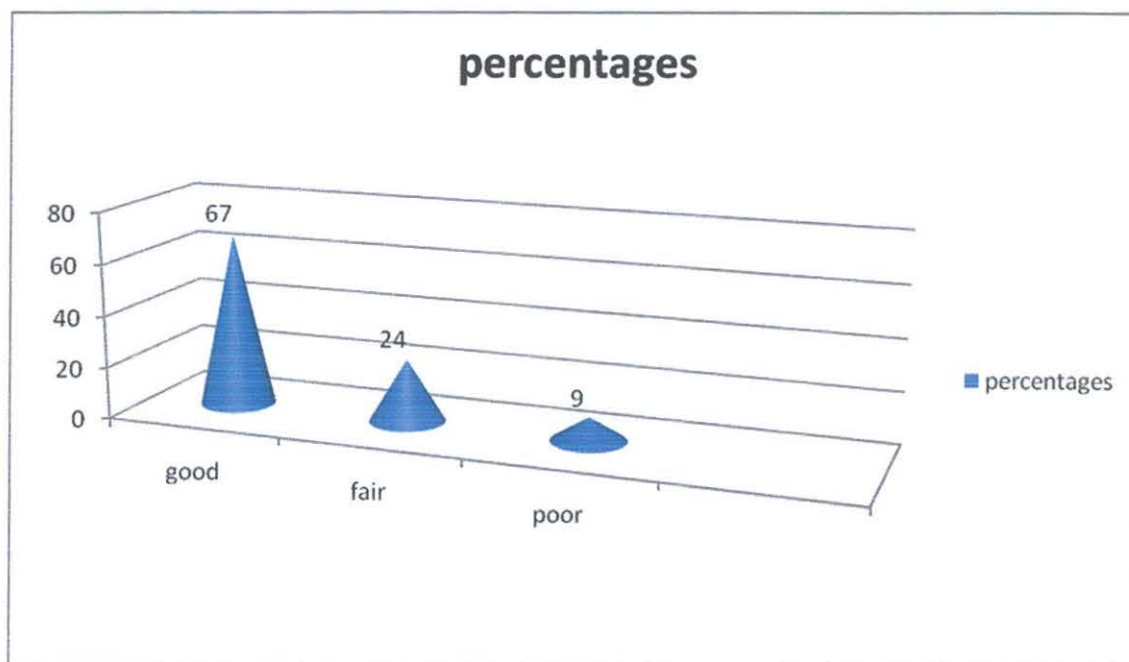
The response of the effectiveness of welfare facilities shows the following

**Table 4.7 effectiveness of welfare facilities**

Effectiveness	Frequency	Percentage
Good	22	67
Fair	8	24
Good	3	9
Total	33	100

Source Author (2011)

**Fig 4.7 effectiveness of welfare facilities**



Source Author (2011)

From the above findings 67% which is the highest respondents feel that the effectiveness of the welfare services provided is good while 24% feel that it's fair. 9% of the respondents feel the effectiveness of the welfare facilities provided is poor.

#### 4.2.7 Response on coverage of welfare facilities.

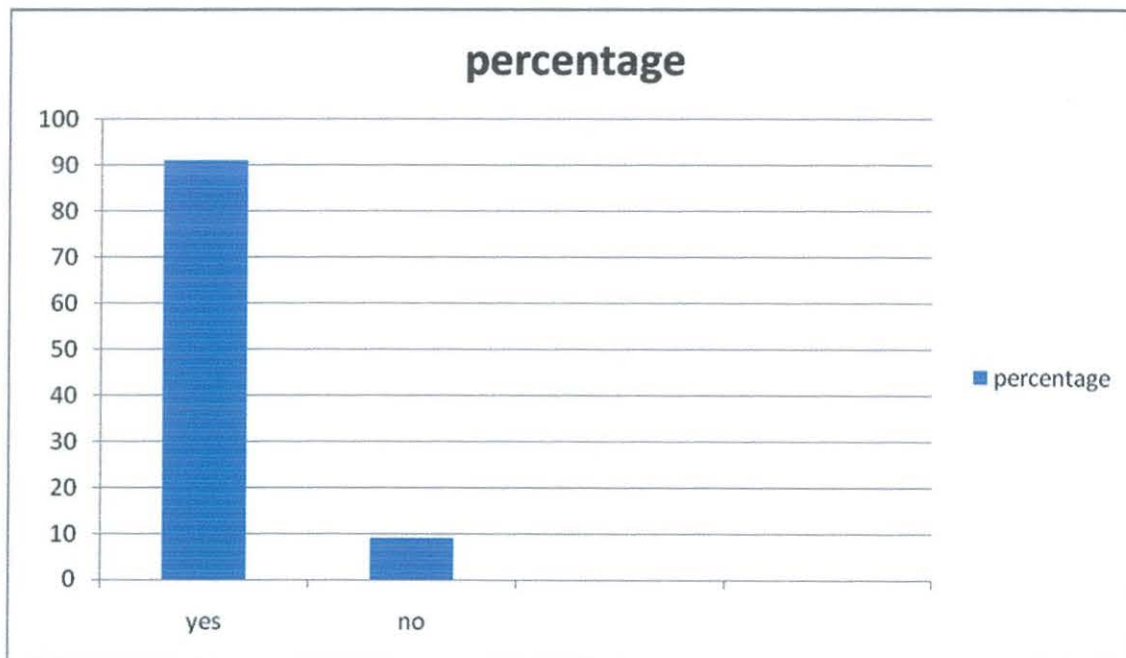
The findings on coverage of welfare facilities were as follows

**Table 4.8 coverage of welfare facilities**

Coverage	Frequency	Percentage
Yes	30	91
No	3	9
Total	33	100

Source Author

**Fig 4.8 coverage of welfare facilities**



Source Author (2011)

Table 4.8 and fig 4.8 shows that 9 % feel that the welfare facilities provided are evenly distributed and covers all the employees in every department. However 91% feel that these welfare services are not evenly distributed having given the reason that it is not adequate enough or either its too low

#### 4.2.8 Response on presence of welfare officer.

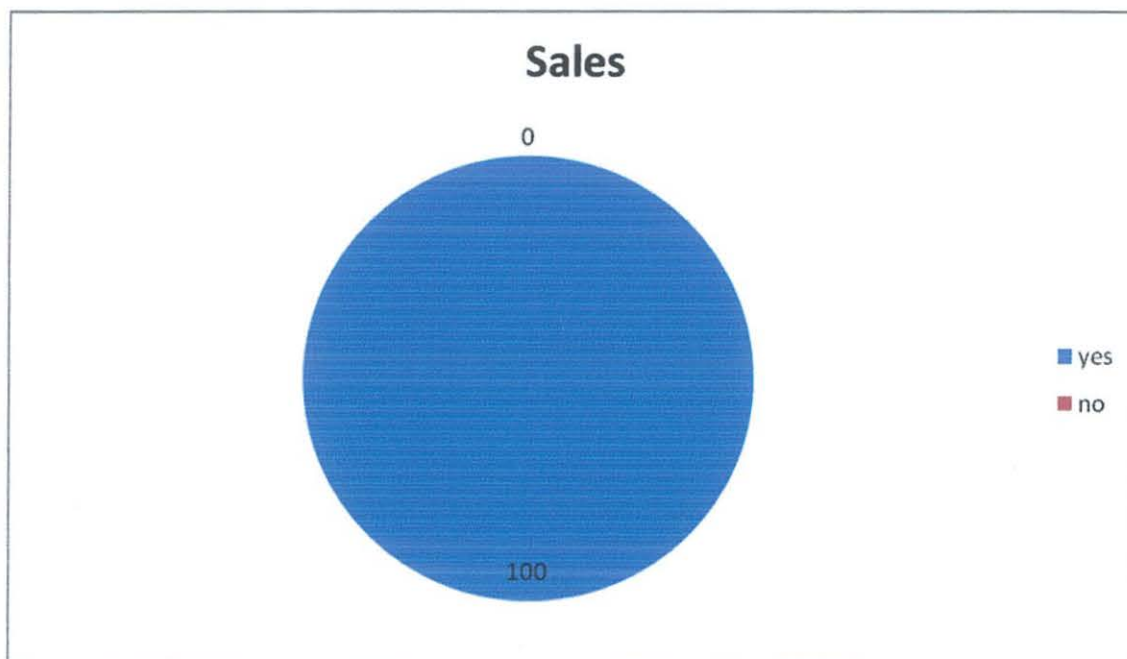
On the presence of welfare officer the following were the findings

**Table 4.9 presence of welfare officer**

Presence	Frequency	Percentage
Yes	33	100
No	0	0
Total	33	100

Source Author (2011)

**Fig 4.9 presence of welfare officer**



Source Author (2011)

From the data above, its clear that there is presence of a welfare officer who deals with the implementation and revision of welfare services provided in the organization.

#### 4.2.9 Response on management assessment on welfare schemes

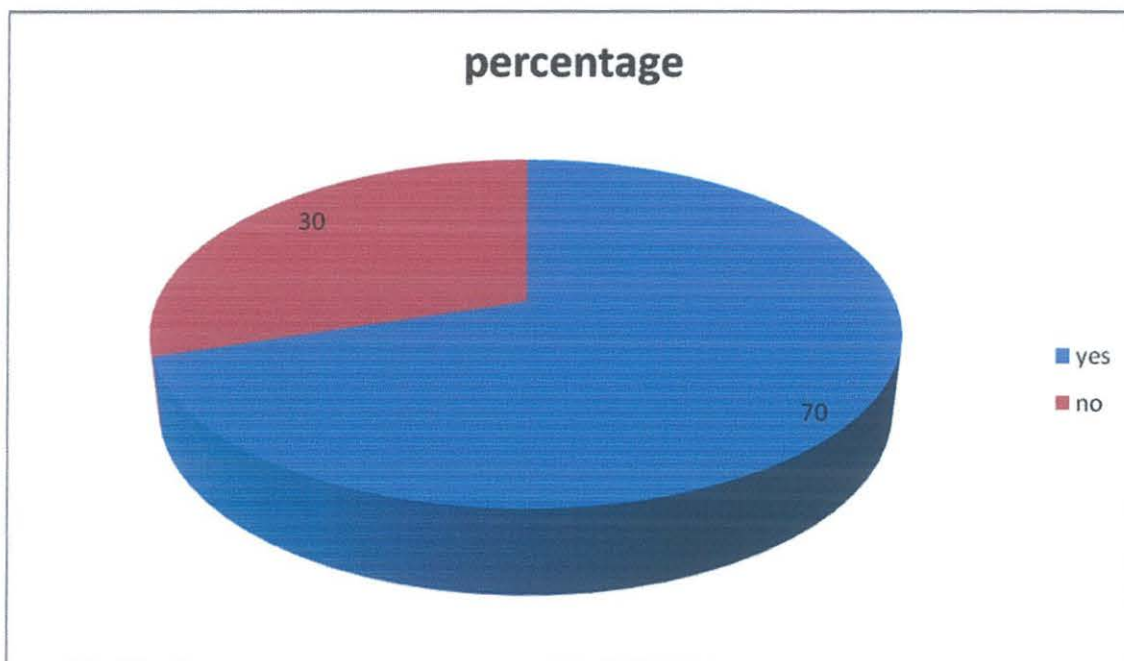
On the management assessment on welfare schemes, the findings were as follows

**Table 4.10 management assessment of welfare schemes.**

Assessment	Frequency	Percentage
Yes	23	70
No	10	30
Total	33	100

Source Author

**Fig 4.10 management assessment of welfare schemes**



Source Author (2011)

From the findings above 70% felt that the managements does the assessment of welfare schemes while 30% felt that the management is not concerned at all with the welfare schemes administered.



#### 4.2.10 Response on training on health and safety

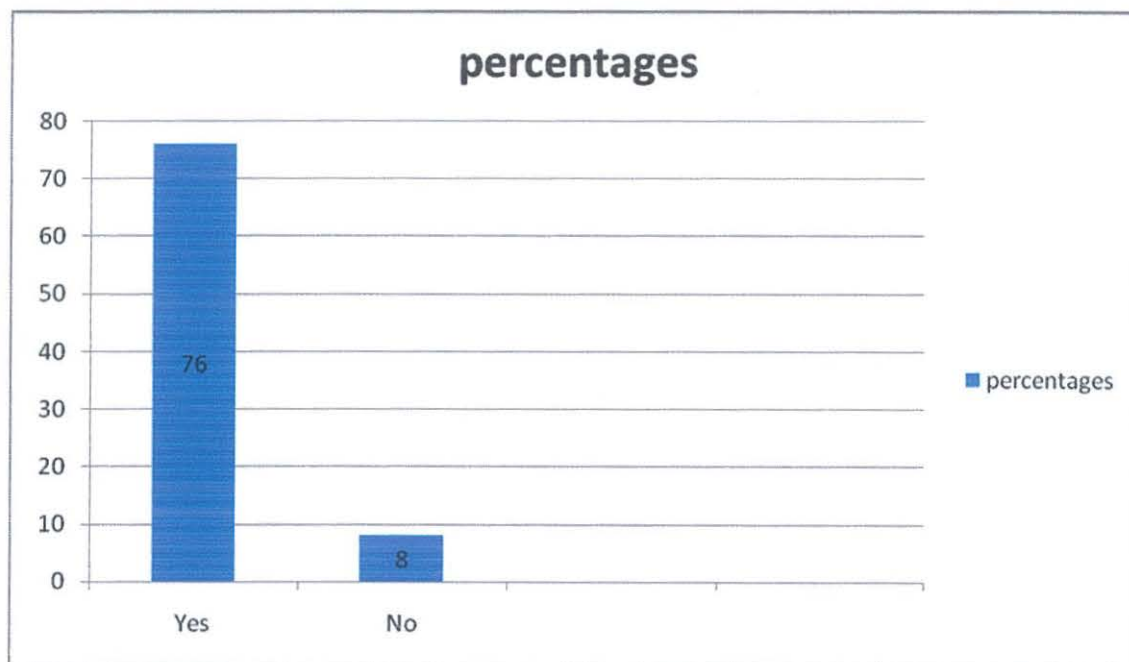
On the training administered on health and safety the following were the findings

**Table 4.11 training on health and safety**

Training	Frequency	Response
Yes	25	76
No	8	8
Total	33	100

Source Author

**Fig 4.11 training on health and safety**



Source Author (2011)

From the table 4.11 and figure 4.11 it's clear that 76% feel that there is training given on health and safety matters while 8% feel that there is no training. Training on health and

safety include trainings on the proper use of fire extinguishers, proper handling of machines and equipments. This training is administered according to departments.

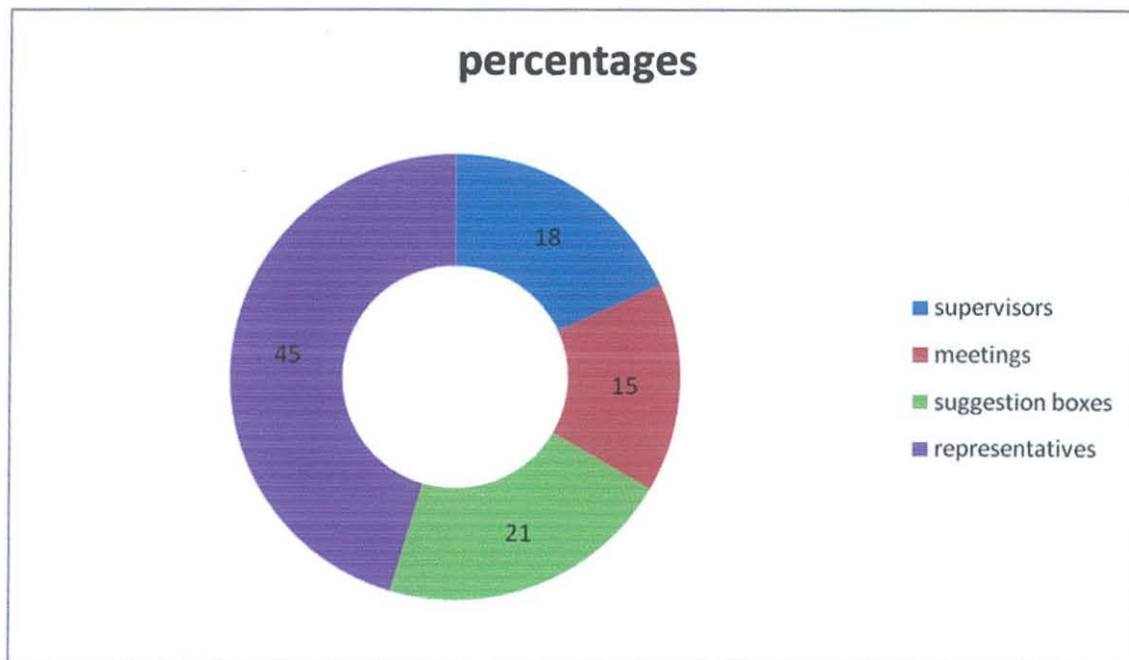
#### 4.2 11 Response on channel of communication of safety concerns

The findings on the channel of communication of employees concerning their safety suggestions, concerns or complaints were as follows.

**Table 4.12 channel of communication**

Channel	Frequency	Percentage
Supervisors	6	18
Meetings	5	15
Suggestion box	7	21
Representatives	15	45
Total	33	100

**Fig 4.12 channel of communication**



Source Author (2011)

From the findings above its clear that the most common channel of employees communication on their health and safety suggestions, concerns and complaints is through representatives with a 45% usage. 18% use suggestion boxes.

#### 4.2.12 Type of recreational facilities provided

The findings on the kind of recreational facilities services provided were as follows.

**Table 4.13 recreational facilities services provided**

Recreational facility	Frequency	Percentage
Sports and games	7	21
Tours	11	33
Music / arts	0	0
Seminars	15	45
Totals	33	100

Source Author (2011)

**Fig 4.13 Recreational facilities services provided**

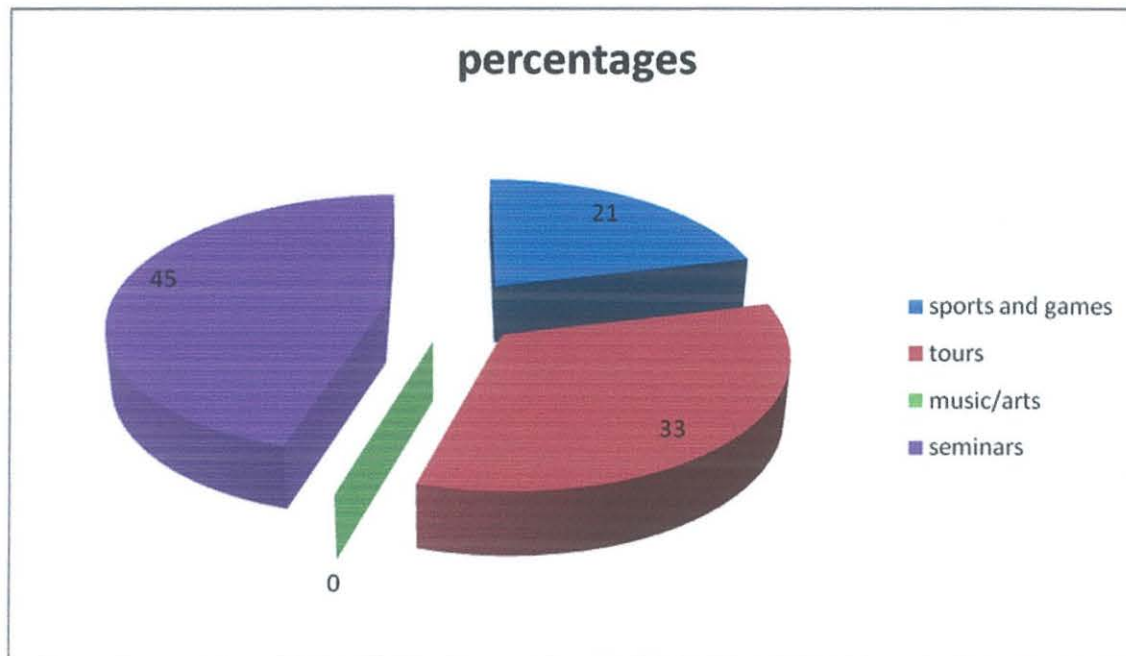




Table 4.13 and figure 4.13 shows that different types of recreational facilities are provided to employees. However the most common facility is the seminar with a 45%. Sports and games with 21% and tours with 33%. Its clear that music and arts are not provided to the respondents at all.

#### 4.2.13 Response on welfare societies existing in the organization.

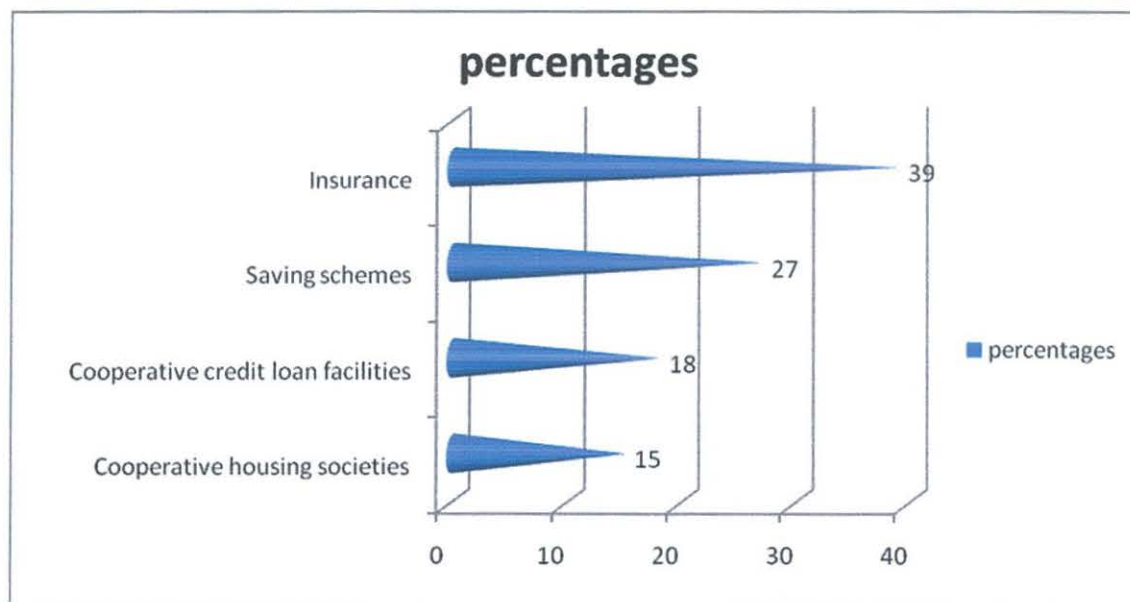
The following were the findings on the types of welfare societies existing in the organization.

**Table 4.14 welfare societies**

Welfare societies	Frequency	Percentage
Cooperative housing societies	5	15
Cooperative credit loan facilities	6	18
Saving schemes	9	27
Insurance	13	39
Total	33	100

Source Author

**Fig 4.14 welfare societies**



Source Author (2011)

Table 4.14 and fig 4.14 show the types of welfare societies that exist in the organization. The findings show that 15% have cooperative housing societies provided to them while 18% have the cooperative housing societies provided to them while 18% have the cooperative credit loan facilities. 27% have saving schemes while 39% which is the highest number have insurance provided to them. These welfare societies are also provided according to departments.

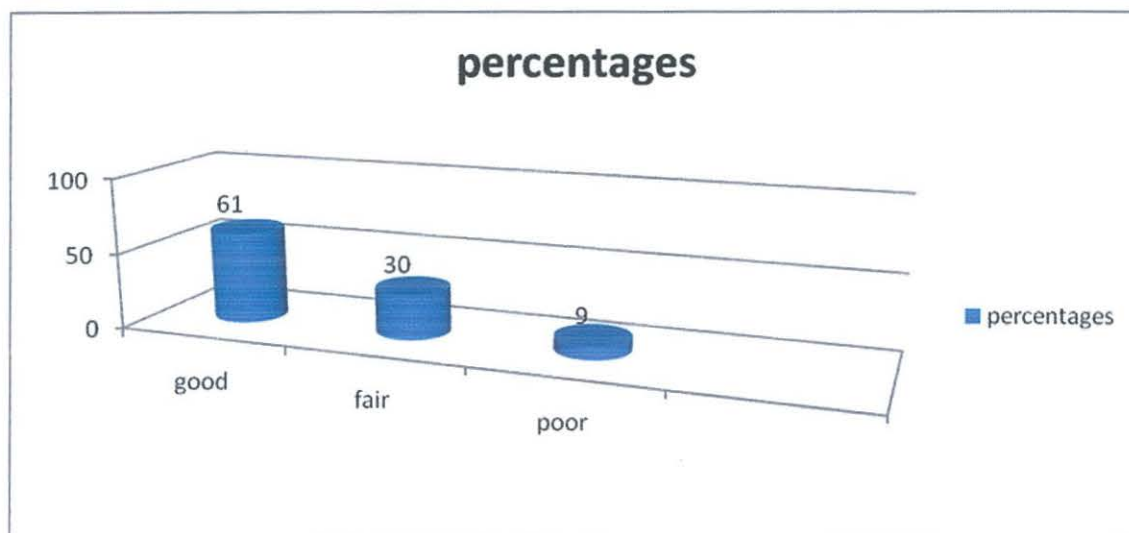
#### 4.2.14 Response on presence and effectiveness of counseling services

On existence of counseling services the following were the findings.

**Table 4.15 effectiveness of counseling services**

Effectiveness	Frequency	Percentage
Good	20	61
Fair	10	30
Poor	3	9
Total	33	100

**Fig 4.15 effectiveness of counseling services**



Source author (2011)

From the findings above counseling services were available in the organization and 61% felt that its effectiveness was good. 30% felt that it was fair while only 9% felt that it was poor. Counseling services are provided to all employees in all departments

### **4.3 SUMMARY OF DATA ANALYSIS**

#### **4.3.1 Effects of counseling services on employee performance.**

Majority of the respondents indicated that counseling services affects their overall performance. Based on this analysis, it can be concluded that counseling services help employees work at their personal and work related issues or help them cope with the situation which in turn helps them to highly minimize on the level of stress while at the workplace.

#### **4.3.2 Effects of health and safety policy on employee performance.**

The respondents indicated that the availability of health and safety policies highly motivates them to work towards better achievements. This is because the policies provides for the provision of health and safety gears and also training on health and safety issues hence motivates employees to work harder. Based on this analysis it can be concluded that health and safety policies affect performance.

#### **4.3.3 Effects of recreational facilities on employees performance.**

From findings, majority of the respondents indicated that recreational facilities which include group services highly motivates their interpersonal relationships by bringing all employees together. Recreational facilities also boosts teamwork where informal groups originate through such interventions. The way employees relate have great impact on their performance hence its evident that recreational facilities affects employee performance.

#### **4.3.4 Contributions welfare societies on employee performance.**

Majority of employees felt that welfare societies helps keep them free from daily worries because they are assured they can get financial help in times of difficulties which greatly affects their performance with this conclusion is drawn that welfare societies contributes to better employee performances.

## **CHAPTER FIVE**

### **5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION.**

#### **5.1 INTRODUCTION.**

This chapter highlights the findings, conclusion and researchers recommendation on the effects of welfare services on employee performance.

#### **5.2 SUMMARY OF FINDINGS**

Majority of the respondents (60%) indicate that counseling services had an effect on employee performance. Respondents stated that counseling services helped employees to better deal with their problems in order to avoid a stress environment and instead a stress free environment. Counseling services help employees work out or cope with the situation as it is without lowering their performance.

Majority of the respondents indicated that existence and availability of health and safety policy have a great impact on employee performance. The training given on health and safety matters, measures and compensations given in cases of accidents help employee to greater understand their positions in case of such mis-happenings. At Windsor Golf Hotel and country club, such health and safety policies help to motivate employees and hence better performances.

The research indicated that majority of respondents felt that recreational facilities play a great part in employee performance. At Windsor Golf Hotel and Country club, recreational facilities are meant to bring employees together and hence encourage teamwork in the organization. Informal groups originating from such interactions helps boost morale and hence enhance better performances.

Majority of employees felt that welfare societies helps keep them from daily worries because they are assured of financial assistance. When employees work they work best when they are free from worries hence good performance is easily notable.

### **5.3 CONCLUSION**

Counseling services, health and safety policies recreational facilities and welfare societies all work to enhance better employee performance in the organization. Counseling services help them cope with different situations, health and safety policies provides for guidelines involving employee safety, recreational facilities builds on teamwork while welfare societies helps keep employees free from daily worries.

### **5.4 RECOMMENDATIONS.**

Based on the study findings the following recommendations were made.

#### **5.4.1 Counseling services.**

Counseling is not merely limited to professional counselor's supervisors and managers of the organization can also counsel employees with less serious problems. The researcher recommends that the management should not overlook the emotional problems of its people and hence should realize the need for counseling which can easily be provided by fulltime staff or volunteers who may be working on part-time basis. The organization should carefully assess these people for suitable and relevant experience

#### **5.4.2 Health and safety policies.**

The tangible benefits from better health and safety management include higher productivity, lower absence rate, avoiding the cost of accident and litigations, meeting clients demand, improved staff morale and employee relations. The researcher hence recommends that for the organization to achieve the above well established health and safety policies must be formulated. This will enable the employees to get compensation hence enabling them to be free from daily worries hence better performances.

#### **5.4.3 Recreational facilities.**

Recreational facilities stimulate interests in the employees to produce at their full capacity. It also helps to keep the labour force fit and healthy. When employees are actively involved in recreational programs these help minimize social evils such as alcoholism, gambling, prostitution and drug addiction. The researcher hence recommends that the organization

should provide recreational activities such as indoor games, music, arts, and theater which will play an important role in the physical and mental development of employees.

#### **5.4.4 Welfare societies.**

The main objective of setting up credit welfare societies is to encourage thrift and provide loan facilities at reasonable terms and conditions primarily to employees. Welfare societies should be encouraged with the view of fostering self help rather than depending upon money lenders. In this view the researcher hence recommends welfare societies as those economic services which may include cooperative loans which helps keep employees away from daily worries hence attending their work stations fully energized.

### **5.5 AREAS FOR FURTHER STUDY**

After the study the researcher felt that it deemed necessary for further investigation in areas such as employee health and safety in and around the organization. Different industrial Acts that may affect employees overall performance should also be looked into further.

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## APPENDIX I

### QUESTIONNAIRE

(TICK WHERE APPLICABLE)

1. What is your gender?

☐

Male

☐

Female

2. Age bracket

☐

19 - 24

☐

25 - 34

☐

35 - 50

☐

51 - ABOVE

3. What department are you in?

4. How long have you worked in this organization?

☐

2-4 years

☐

8-10 years

☐

5-7 Years

☐

11- above

5. What type of welfare facilities /services are provided in your organization?

☐

Interest free loan

☐

counseling

☐

medical covers

☐

Transport

☐

housing

☐

interest free loans



6. How would you assess the effectiveness of the welfare provided in your organization?

☐

Good

☐

fair

☐

poor

7. In respect to coverage, are welfare facilities offered to employees at all levels?

☐

Yes

☐

No

If No, explain \_\_\_\_\_

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---

---

8. Is there a welfare officer who implements welfare services?

☐

Yes

☐

No

If No, then who does? \_\_\_\_\_

---

---

9. Does the management assess the effectiveness of the welfare schemes they administer?

☐

Yes

☐

No

If yes how is it done? \_\_\_\_\_

---

---

10. Is there any training administered on health and safety in your organization?

☐

Yes

☐

No

If yes what kind? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

11. How do employees communicate their safety suggestions, concerns or complaints?

☐

Through supervisors

☐

Meetings

☐

Suggestion boxes

☐

representatives

12. What kind of recreational facilities services are provided in the organizations?

☐

Sports and games

☐

Tours

☐

Music/arts

☐

seminars

13. Do welfare societies exist in your organization?

☐

YES

☐

NO

If yes which ones?

☐

Cooperative housing societies.

☐

Saving schemes..

☐

Cooperative credit loan facilities

☐

insurance

14. Are there counseling services in your organization?

Yes

No

If yes, how do you assess the effectiveness?

Good

Fair

poor

## APPENDIX 2 TIME SCHEDULE

	EXPECTED DATE OF COMPLETION
PROBLEM IDENTIFICATION	JANUARY
LITERATURE REVIEW	FEBRUARY – MARCH
PROPOSAL WRITING	APRIL – JUNE
SUBMISSION OF PROJECT	SEPTEMBER