

## Staff Welfare as an Antecedent to Service Delivery among Civil Servants in Kenya a Case Study of Nandi County

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### ABSTRACT

Citizen's complaints of poor service in government ministries has been underscored and highlighted in the media. The density of the said complaint was reflected during the year 2002 Constitutional Referendum which in part called for an overhaul of the civil service structure through various Civil Service Reform Programmes and major reshuffle (inter-ministerial transfers). This paper highlighted effects of Staff welfare on service delivery within Civil Service offices in Kenya: The study adopted explanatory research design a case of Nandi County. Stratified random sampling techniques were used to select 350 employees of Nandi County. Data was collected through the use of questionnaires which were analyzed using both descriptive and regression analysis. Descriptive findings revealed that there was a low level of safety, health and retirement plans services for the employees of Nandi County. Nevertheless, high levels of Flexible Scheduling services among employees were observed. Further analysis indicated that safety and health, Retirement plans and Flexible Scheduling in the Workplace had significant a effect on Service delivery, thus the need for this study to address staff welfare issues.

**Keywords:** Service Delivery, Safety and Health, Workplace, Retirement Plans and Flexible Scheduling

### Introduction

Staff welfare among civil servants is very critical and important for quality service delivery to the public. These services if inadequate, will negatively impact on the performance of service delivery in the public sector. Hence proper mechanisms should be put in place to ensure that welfare services are adequately provided for to the civil servants. Finger (2005) asserted that improvement of employee morale and spirit can be done by addressing the issues of morale. Attitude survey, welfare measures, salary addition from time to time can be some other ways of improving financial performance and thus reducing employee turnover. Employee welfare measures relates to certain additional activities which may be provided by an organization like housing facilities, transformation facilities, medical facilities, recreational facilities, cultural facilities libraries, gyms and health clubs etc. This is offered by employers in the hope of winning the satisfaction index of an employee.

McGuire and McDonnell (2008) suggested that the employee welfare facilities help significantly in enhancing the self-confidence and intellectual level of an employee. This will eventually increase employee productivity in the workplace leading to improved motivation making the employee to be challenged take on more challenging tasks and responsibilities. This is a good indication of financial performance in the organization created through adding greater value to employee's welfare. Torjman (2004) argued that welfare facilities and especially recreation services, account for healthy individuals besides increasing among their happiness and emotional quotient. Once employees are happy they will have a positive attitude towards work leading to higher service delivery within the organization. Kirsch (2009) was of the opinion that employee welfare facilities should be flexible and continuous innovation needs to be done to improve on these facilities hence create a more satisfying environment for the employee and the organization as a whole. (Mathew 2011) advocated that employee welfare

measures serve as an oxygen for motivation of the workers and increase not only the effectiveness of the workforce but also creativity in solving unique organizational challenges, this will eventually lead to attainment of higher level of financial performance and high service delivery in an organization. Staff welfare is one of the corporate commitments to demonstrate care for employees at all levels, underpinning their work and the environment in which it is performed (Cowling and Mailer, 1992).

### **Problem Formulation**

Nevertheless, studies on staff welfare and productivity mostly dwelt on industrial settings to the neglect of service organizations typified in government ministries and parastatals. The study enquired into: (a) awareness of employee welfare and components of employee welfare in the study area; (b) the existence of employee welfare in the study area and (c) the perceived effect of employee welfare on financial performance (productivity). In the study area, there is therefore the need to extend frontiers in knowledge on the aforementioned theme that this study sought to answer on employee welfare and service delivery, and how this will in the long run influence organization productivity. The study therefore sought to; first, determine how flexible Scheduling services contributes to service delivery. Second, establish how safety and health leads to service delivery and thirdly, investigate on how retirement plans affects service delivery

### **Literature Review**

#### **Safety and Health in the Workplace and Service Delivery.**

Allender, Colquhoun, and Kelley (2011) found that workplace health leads to job motivation and 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 et al. (2007) examined the affiliation between diverse workplace practices which comprised of safety and health practices and satisfaction level in terms of commitment and turnover intention in universities. A web-based survey was conducted on 152 university faculties and staff through a college distribution list. The results asserted that the health and safety practices 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. This premise therefore leads to the following hypothesis;

*H<sub>01</sub>: Safety and health in the workplace has no significant effect on service delivery*

#### **Retirement plans in the workplace and service delivery**

For the establishment of a non-wage reward system, the pension provision scheme is referred to as an instrument of management to offer the incentives in valuing the human capital of organizations (Walker & Foster, 2006). Many academic researchers have found the significant associations between membership of pension scheme and reduction of turnover among human capital (Taylor, 2000). The research of Chen et al. (2006) analyzed the satisfaction level of educators on six quality attributes and the priority of improvements in Taiwan. They distributed 248 questionnaires with only 192 surveys collected. The findings stated the retirement provision scheme is among the top three concerns of educators which enhance the job motivation level of educators in institutions.

According to Ramachandran et al. (2005), the study examined the determinants affecting motivation level and job satisfaction among educators and improvement required in India. The research involved interviews with administrators, teacher union leaders, educators, NGOs, researchers, focus group discussion and surveys in 10 schools of Tonk District of Rajasthan. The findings reflected almost all the educators felt satisfied to their work when government provided pension scheme. Urwick et al. (2005) aimed to investigate the factors determining motivation level and leading to work satisfaction and means to improve them in Sub-Saharan Africa and South Asia. By using focus groups, they interviewed the head teachers, teachers, community and the Association between Employee Welfare and Job Motivation representatives. As a result, the interviewees agreed that the provision of pension scheme boosted work motivation levels.

*Ho<sub>2</sub>: Retirement plans in the workplace has no significant effect on service delivery*  
**Flexible Scheduling in the Workplace and Service Delivery**

Flexible scheduling is referred to as the working arrangement that allows employees to schedule their working hours respectively (Menezes & Kelliher, 2011). Schedule flexibility is an employee benefit which aids in retaining skilled human capital. It meets the needs requirements of human capital which boost their efforts, reduce the job absenteeism, and ultimately enhance their job satisfaction (Golden, 2009). Umr (2010) studied on the determinants of job satisfaction and motivations level as well as factors overcoming demotivation issues among educators. The target respondents were 16 English language academicians in European University of Lefke, English Preparatory. quantitative and qualitative research was conducted The result mentioned that flexible working scheduling is a positive motivational factor to the educators in the forms of productivity and job satisfaction. (Morley 2003)

Bellamy and Watty (2003) on a study on Malaysian Tertiary Education Institutions, examined how working conditions affect job satisfaction among the academicians. Mail surveys were used to collect the data from the academicians comprising of former tutors, lecturers, senior lecturers, associate professors, and professors in 38 Australian universities. A total of 3161 questionnaires were distributed to the targeted academicians with only 1328 responded. The result emphasized that flexible scheduling is the most important factor to retain academic staff besides the factor of autonomy. With the provision of flexible scheduling benefits, the academicians are motivated to remain in the institutions. Froeschle and Sinkford (2009) determined the influences of positive and negative aspects in the employee's environment on career satisfaction. Online surveys were conducted in 38 institutions and a result of 451 full-time faculty members responded. The result reflected the flexible working schedule and categorized it as a positive aspect contributing to the retention of the junior faculty in academic dentistry field. It concluded that most of the dental faculty members were willing to remain in the institutions with the provision of flexible scheduling practices. it can therefore be concluded that the above results supports the hypothesis below.

*Ho<sub>3</sub>: Flexible scheduling in the workplace has no significant effect on service delivery*

## **METHODOLOGY**

This section entailed, research design, target population, sample size, sampling procedure, and data collection instruments and data analysis techniques. The study adopted explanatory research design. Stratified random sampling techniques were used to select 350 employees of Nandi County, Kenya. Primary sources of data came from the field by using questionnaires .multiple regression and Pearson correlation was used to analyze data.

## **RESULTS**

This section analyses and interprets the findings using factor analysis which is a general term for specific computational techniques, its main objective is to reduce to manageable number, many variables that belong together, and have an overlapping measurement characteristic. The predictor-criterion relationship that was found in dependence situation is replaced by a matrix of inter correlations among several variables, none of which is viewed as being dependent on another. (Cooper and Schindler, 2008)

Validity of research instrument is assessed by factor analysis. Validity is a test of how well an instrument that is developed measures the particular concept it is intended to measure; it's concerned with whether it measures the right concept. (Uma and Roger, 2011) . Table 4.8 shows the factor loading for each item, they are sorted by size. Any item that fails to meet the criteria of having a factor loading value greater than 0.5, and loads on one and

only one factor is dropped from the study (Liao et al., 2007). The study ensured that all loading less than 0.4 are suppressed in the output, hence providing blank spaces for many of the loadings. Thus, from the findings all values for all the factors were more than 0.5 reflecting the accepted values of construct validity; the instrument measured the concept it was intended to measure.

**Table 4.1 Factor Analysis**

<b>Safety and Health In The Workplace</b>	
We have social clubs in our company	0.795
Our company provides sports facilities	0.854
Our company has built canteen for personal meetings	0.834
The company provides Libraries	0.723
The company provides Gymnasium	0.72
The company provides Sick clubs	0.793
<b>Retirement Plans in the Workplace</b>	
we have pension scheme	0.736
elderly employees by setting aside jobs or work areas for them	0.726
deserve the continuing interest their former employer	0.829
elderly employees is primarily to prepare them for retirement and dealing with any problems they have in coping with their work	0.702
provision of advisory services	0.601
<b>Flexible scheduling in the workplace</b>	
An employer can design and implement a policy for flexible scheduling to accommodate classes	0.739
Longer days are worked in exchange for shorter days or a day off during the workweek	0.776
Working from a remote location one or more days a week	0.815
Allowing employees to access their vacation or other paid time off to go to school.	0.722
Allowing employees to take a personal leave of absence to complete course work	0.686
The employee is paid for some portion of the time they are in class.	0.813

**Correlation Results**

Pearson Correlations results in table 4.2 showed that safety and health was most highly positively and significantly correlated to service delivery ( $r=0.408$ ,  $p<0.05$ ). Thus safety and health had 40.8% positive relationship with service delivery. Retirement plans was the second component to be positively related with service delivery ( $r = 0.397$ ,  $p<0.05$ ) an indication that retirement plans had 39.7% significant positive relationship with service delivery. Flexible scheduling was positively associated with service delivery as shown by  $r = 0.539$ ,  $p<0.05$  implying that flexible scheduling had 53.9% positive relationship with service delivery. Findings provided enough evidence to suggest that there was linear relationship between safety and health, retirement plans, flexible scheduling and service delivery.

**Table 4.2 Correlation Statistics**

	Mean	Standard Deviation	Skewness	Service Delivery	Safety And Health	Retirement Plans	Flexible Scheduling
Service Delivery	4.15	0.36666	-1.059	1			
Safety And Health	2.20	0.44117	-0.42	.408**	1		
Retirement Plans	3.20	0.29973	-1.453	.397**	0.098	1	
Flexible Scheduling	4.10	0.41136	0.14472	.539**	.260**	0.088	1

\*\* Correlation is significant at the 0.01 level (2-tailed).

## Multiple Regression Results

### 4.3 Test of Multi-Co linearity

Table 4.3 shows that the values of tolerance were greater than 0.2 rule and those of VIF were less than 4. This shows lack of multi-co linearity among independent variables. Therefore, omitting variables with insignificant regression coefficients would be in appropriate.

### 4.3 Hypothesis testing

The regression results in table 4.3 shows that each of the predicted parameters in relation to the independent factors were significant;  $\beta_1 = 0.240$  (p-value = 0.000 which is less than  $\alpha = 0.05$ ) which implies that the null hypothesis does not hold hence there is significant relationship between safety and health and service delivery. This indicates that for each unit increase in the positive effect of safety and health, there is 0.240 units increase in service delivery.

Furthermore, the effect of safety and health was stated by the t-test value = 4.109 which implies that the standard error associated with the parameter is less than the effect of the parameter. The findings therefore concur with Allender, Colquhoun, and Kelley (2011) that workplace health leads to job motivation and satisfaction and is of great benefit to employees. The findings are also in agreement with Eaton, Marx, and Bowie (2007) study in the United States institutions that employee health promotions can attract and retain skilled faculty and staff hence service delivery will be enhanced. In addition, Haines, Davis, Rancour, Robinson, Wilson, and Wagner (2007) on their study of effectiveness of the 12-weeks walking program in improving the health of employees, results showed that the program positively impacted on the welfare of employees and service delivery.

The table also shows that  $\beta_2 = 0.201$  (p-value = 0.001 which is less than  $\alpha = 0.05$ ) which indicates that the hypothesis does not hold hence there is significant relationship between retirement plans and service delivery. This implies that for each unit increase in retirement plans, there is up to 0.201 unit increase in service delivery. Also the effect of retirement plans is shown by the t-test value of 3.554 which implies that the effect of retirement plans surpasses that of the error. Thus the findings concur with Chen et al. (2006) in their analysis of satisfaction level of educators on six quality attributes and the priority of improvements in Taiwan where it was found out that retirement provision scheme is among the top three concerns of educators which enhance the job motivation level of educators in institutions hence improved service delivery

The value of  $\beta_3 = 0.421$  (p-value = 0.000 which is less than  $\alpha = 0.05$ ) which implies that the hypothesis does not hold hence there is significant relationship between flexible scheduling and service delivery. This indicates that for each unit increase in flexible scheduling, there is up to 0.421 units increase in service delivery. The effect of flexible scheduling is stated by the t-test value = 7.206 which indicates that the effect of flexible scheduling is over 7 times that of the error associated with it. Therefore, the findings concur with (Golden, 2009) that the needs requirements of human capital boosts efforts of employees, reduces the job absenteeism and enhances job satisfaction thus enhancing service delivery. Also, (Morley 2003) in his qualitative and quantitative research found out that flexible working scheduling is a positive motivational factor to the educators in the forms of productivity and job satisfaction.

The rule of thumb was applied in the interpretation of the variance inflation factor. From table 4.3, the VIF for all the estimated parameters was found to be less than 5 which indicate the absence of multi-co linearity among the independent factors. This implies that the variation contributed by each of the independent factors was significant independently and all the factors should be included in the prediction model. Study findings also indicated that the above discussed variation was significant as evidence of F ratio of 40.452 with p value 0.000 < 0.05 (level of significance). The findings indicated that the model correlation coefficient was 0.508 which indicated that the model predicted over 50.8% of the change in the independent variable. This relationship was significant considering the coefficient of determination value of 0.508. Thus, the model was fit to predict service delivery using safety and health, retirement plans and flexible scheduling

**Table 4.3 Empirical results**

	Unstandardized	Standardized coefficients			Colinearity statistics		
	coefficients	Std.	Beta	T	Sig.	Tolerance	VIF
	B	Error					
(constant)	2.414	0.159		15.223	0		
Safety and health	0.095	0.023	0.240	4.109	0	0.916	1.091
Retirement plans	0.066	0.019	0.201	3.554	0.001	0.979	1.021
Flexible scheduling	0.203	0.028	0.421	7.206	0	0.921	1.086
F	40.452						
Sig.	0.000						
R square	0.508						
Adjusted R square	0.495						

Dependent variable: Service delivery

### Conclusion and Implications

There is evidence that wages and working conditions and also other policy elements, such as retirement schemes, flexible scheduling and safety health services contributes to a great deal to service delivery. If this are catered for it will lead to service delivery of an organization. (Haipeter and Lehnhoff, 2009 and d'Arci et al., 2009). These variety of welfare services flexible scheduling (Perry-Jenkins, Repetti, Crouter, 2000), safety and health in the workplace (Kadir, Shaharuddin, Kadaruddin, Azhan, Azmi, Lukman, & Adabi 2010), and retirement plans (Farnsworth, 2004) is a great contributor to service delivery in these organisation.

### Suggestions for further research

The study used only self rated questionnaire to collect data therefore more research on the same should be considered but with multiple methods such as interviews and observations and not only self-rated questionnaires when approaching data collection. To eliminate common sourcing limitations. In addition one should consider moderating these variables. Other staff welfare issues such as levels of sickness and absence, training and development should be considered. This gives real cause for concern because of the costs involved, the impact on service delivery and the consequences for individual staff since it is a key business issue, and indicator of how well an organization is managed.

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