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Examining the Impact of Employee Welfare on Organizational Performance of Kenya Power and Lightening Company Limited Kitale, Kenya

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ABSTRACT

This article examines the impact of employee welfare on the organizational performance of Kenya Power and Lightening Company Limited in Kitale, Kenya. The article revealed that a poor working environment, a lack of motivation, and overworking were the causes of poor employee performance. However, the welfare of employees at Kenya Power and Lightening Company is not bad. This was based on the responses received from the respondents. Furthermore, a significant proportion of respondents, specifically 41.7%, reported receiving all welfare benefits, including food, health, and school benefits. The study suggests that Kenya Power and Lightening Company should prioritize maintaining and enhancing employee welfare to boost the team's productivity. This, in turn, leads to improved organizational performance. More so, organisations like Kenya Power and Lightening Company and others in the same category. Furthermore, companies such as Kenya Power and Lightening Company, along with others in the same sector, consistently offer their employees welfare benefits. They should also strive to reduce harsh and unfriendly working conditions, as this can demotivate employees and result in poor organisational performance. Finally, the government should formulate policies that favour employees in the workplace. These policies should focus on creating a good working environment for employees, as this will ultimately lead to improved organisational performance.

Keywords: Employee, Employee performance, Environment, Organization, Working condition.

INTRODUCTION

Employee welfare may be defined as the well-being of the employees or workers in an organizational setting. Employees and employers have to put in place health and safety measures to ensure that the worker's well-being is considered in the organizational setting[1]. Previously employees have been working especially during the Industrial Revolution when employers only considered pay and rewards as a way of caring for their employees. As long as they are well paid all their work performance well-being will be solved[2]. And they forgot other factors like motivation and job security in organizational performance. However, the trend has been changing and most organizations are considering employee welfare in a more human-related model. Organizations look at health and safety measures as well as the social well-being of the employees within the organizations[3]. Maslow considered the needs of employees according to hierarchy and if followed their well-being would be satisfied. Employees also need to be motivated and rewarded this leads to improved performance leading to job satisfaction[4]. New organizations or companies have realized that human resources play a cardinal part in the organization's performance. Many organizations have realized that there is a need to create a comfortable and safe environment that cares for employees' health and safety letting alone remuneration which has to be fast and fair, and regulations regarding safety[5]. Many industries have adopted the use of skilled and qualified human resource personnel to carry out employee welfare activities. With such inventions, better organizational performance will be achieved[6]. Employee welfare goes beyond remuneration and compensation of employees. Organizations ought to realize that employees are the most important assets in an organization and their well-being often tallies with productivity, in many organizations today employees whose well-being is not considered to have continuously exhibited de-motivation leading to poor performance[7]. Organizations therefore have to realize that the welfare

activities of employees have to be put into consideration for any organization to achieve its goals, objectives, mission, values as well and its visions, as employees are regarded as the driving force towards its industry's performance. This article examines the impact of employee welfare on the organizational performance of Kenya Power and Lightening Company Limited in kitale, Kenya.

HEALTH AND SAFETY MEASURES THAT THE ORGANIZATIONS MAY ADOPT

Organizations may adopt safety and health measures that may easily be incorporated into the company policies and procedures. These are shown below:

Policy Health and Safety Measures

Provision of safe working conditions to the employee: The organization has to make sure that their workers have the necessary protective gear such as boots, gloves, helmets, overalls, and glasses among others. These would help to counter and mitigate the likelihood of accident occurrence within the firm [8]. The commitment to legal safety standards: This may be ensured through enforcement of strict rules and regulations as regards the safety policy, by possibly penalizing workers who violate such rules. This will increase commitment to such a safety state. However, those who abide by the rules ought to be recognized through rewards and recognition [9]. Health and safety training is yet another factor: Employees have to be trained on progressive working conditions, especially on how to use the protection gears. These may be oxygen masks and gas masks if employees are given to work in areas of noxious fumes, relevant training on how to use working tools and equipment should be given [10]. High priority should be given by managers to health and safety issues: Management should invest in providing protective gear and enforcing safety measures. It may go a step ahead to insure all her employees. Management should punish violators and continuously monitor and guide workers as they carry out their daily activities [11].

Organization Procedures on Health and Safety Measures

Organizations should provide procedures, particularly in laboratory chemical industries, where managements are meant to be aware as employees have to sign in and out of the laboratories. Only experts and experienced workers have to be used especially if the work to be done is hazardous to one's health and safety. They would help to counter and reduce accident rates both for individuals and other individuals [12]. Employees have to be informed about safety. This is best done in a proactive way through orientation and induction when the employee has just joined the organization. More so, the employee should be given a job task that is accomplished within the standard working hours (8 hours), otherwise, work over eight hours may lead to accidents. This normally occurs especially in the last (2) working hours when accidents occur since the workers are tired [13].

Implementation of The Health and Safety Measures

Enforcement of safety standards by the organization involves making sure that the employees follow protocol before carrying out work in the organization. If the standards require the wearing of protective gear in a contained room in the organization, then no one should be allowed in the room whether it is functioning or not without the protective garments [14]. The organization should not accept practices that one considered hazardous by employees and take collective action. Through rejection, easy countering and problem solving by management is done, otherwise, neglect would lead to further accidents and impact employee health [15]. More so, the organization's managers should hold round table discussions with their employees on how best to carry out safer working conditions. Employees should make suggestions on how best to work [1].

Monitoring of the Health and Safety Measures

Employees ought to report immediately those accidents that have occurred and the near mistakes. Thus, the entire situation that could possibly lead to accidents such as poor machine condition, lighting, and uncontrolled flames should be reported. This would enable management to take corrective action such as fire extinguishers, repairs, and proper lighting. Similarly putting in place pro-active measures and first aid facilities to reduce the effect in case an accident occurs. Thus damage to the company property and employees would be minimized [16]. This encourages the continuous monitoring and reporting of how employees are performing their duties. They guide them throughout the entire work process. Dissemination of information about the safety performance and the methods of safe working conditions creates awareness amongst the employees and in turn, reduces the level of accident occurrence [17].

Relationship between Employee Welfare and Organizational Performance

In this dynamic business environment today whether individual or corporate, the measures to ensure employee health and safety greatly play an important role in organizational performance [18]. There is a continuous need for organizations to ensure that their employees are comfortable; this would lead to increased productivity. Thus, the organization would be able to make high success at the end of the financial year leading to expansion. More so, increased employee commitment may result from good employee welfare; since the workers view the organization as one that comes for them. They will have an effective attachment to the organization. Therefore committed employees are efficient, effective, and goal-oriented leading to improved organizational performance [18]. Good health and safety leads to the acquisition and retaining of competent employees, the competent are sure about the working condition and their safety. The organization therefore would have quality human resources who are

committed, effective, and mission-focused [19]. Therefore, this kind of employee possesses good knowledge, skills, and abilities which in turn leads to improved organizational productivity both in sales and market dominance or shares. More so, a good corporate image may be attained. Good health and safety measures for employees portray a good image. The community views the organization as one that cares for its employees. This helps to boost employee morale since the company owns a good public reputation. It is thus upon such circumstances that there is a good and improved organization performance since such organizations have the support and the mandate of the community [20]. Still, turnover rates greatly result from health and safety procedures and in turn, determine organizational performance [21]. Organizations with high rates of turnover tend to be ineffective and slow down the production process. This hampers productivity of the organization leading to poor performance.

CAUSES OF POOR EMPLOYEE PERFORMANCE CONFLICT AMONG THE EMPLOYEES

Poor Relation Between Employer and Employee

Poor relationships between employees and employers hinder performance. This results from employers not having a mutual relationship with the employees and as a result, it undermines performance by narrowing the scope of workplace activities to the point where employees become bored. If boredom is unrelieved, it can lead to dissatisfaction and rebelliousness. Group employees may develop an informal social structure in which low productivity is the norm, employees may turn to dangerous horseplay or costly sabotage to break up the monotony or to get even with an industry they perceive as insensitive and uncaring [22].

Centralization

This refers to the concentration of authority and decision-making at the top of an organization/ industry. Centralization affords top managers a high degree of certainty because they alone make decisions however this becomes a hindrance in that it doesn't encourage employees to participate in making decisions which eventually leads to or makes them perform poorly than what is expected from the employees [23].

Personal Issues

Sometimes, the reason why an employee may not perform well has nothing to do with work but is caused by personal issues. In case, while alerting the employee to perform, problems arise. Delivering discipline can be ineffective because it does not address the cause.

Lack of Adequate Skills

Having employees who lack adequate skills to perform effectively and efficiently in the organization leads to poor performance. This is attributed to the low skills and qualifications of some of the employees within the organization. In some cases, an employee may be physically or mentally unable to perform a job. A job may require physical strength or an educational background that the employee does not possess, and this may eventually lead to the organization not attaining their goals and objectives [24].

Poor Working Conditions

The working condition of employees is attributed to be one of the factors that determine organizational performance, employees who are exposed to poor working conditions in the organization are hindered from performing effectively and efficiently and this may result in low output.

Personal Crisis

The most prevalent problem among employees is a personal crisis involving marital family, financial, or legal matters. As it is attributed to be one of the causes that lead to poor performance by employees, as a result of personal crisis, employees may develop stress, which in turn affects the health of employees within the organization hence leading to poor performance [25].

Emotional Problem

The emotional problem is also considered to be another cause of poor performance by employees which may be either caused by personal crisis, stress, and tensions which may cause disorder like depression that causes a decrease in functional activities accompanied by symptoms of low spirits, gloominess, and sadness.

PROBLEMS FACED BY EMPLOYERS IN AN ATTEMPT TO MAINTAIN THE WELFARE OF EMPLOYEES

Inadequate funds

This is attributed to be one of the problems faced by employers in an attempt to maintain the welfare of employees in an industry. This arises from the inadequacy of funds within an industry to cater to the wages, salaries, and resources that run the day-to-day activities of the organization. As a result of such issues, it becomes impossible for employers to provide welfare services to employees in terms of health, and compensation.

Low Productivity by the Employer

Employee welfare has been broadly appreciated by all organizations globally, but low productivity by the employees in the organization hinders the performance of an organization this results from low profits which cater to the provision of organizational requirements [26].

METHODOLOGY

Research Design and Area of Study

Because of the nature of the study both analytical and descriptive research designs were used. This enabled the researcher to obtain a better understanding, comprehensive and intensive data collection on practices, procedures, importance, and impact of employee welfare on organizational performance. The study was carried out at Kenya power and lightening company Kitale branch in Kenya.

Study Population and Sample Size

The study population was the workforce of Kenya Power and Lightning Company Kitale branch, Kenya, which was categorized under human resource managers, accountant officers, assistant personnel officers, secretaries, customer care tenders, field staff, and other lower-level cadres. The sample size comprised 60 employees from selected departments. The researcher felt this was enough representation because of equal representation of male and female, old and new staff, disabled and non-disabled employees, youth, and adults of all departments of the population.

Sample Selection Techniques

The researcher used a purposive sampling technique to aid data collection from various departments. This was because the technique enabled the researcher to get the employees with the quality information and data that might help him to be successful in her study findings

RESULTS

Table 1: Respondents' responses on the welfare approaches relevant to organizational performance

Welfare benefits are obtained by employees at Kenya Power and Lighting Company.	Frequency	Percentage
Health benefit	20	33.3%
School benefit	10	16.7%
Food benefit	15	25%
All the above	25	41.7%
Total	60	100%

Source, Field survey, 2023

Table 1 revealed that the majority (41.7%) had benefited from all the mentioned benefits, 33.3% of the respondents had got health benefits from Kenya Power and Lighting Company, and 25% had got food benefits from Kenya Power and Lighting Company.

Table 2: Respondents' responses on how employee welfare impacts organizational performance

Do welfare measures affect your performance?	Frequency	Percentage
Yes	40	66.7%
No	15	25%
None of the above	5	8.3%
Total	60	100%

Source, field survey, 2023

Table 2 shows that the majority of the respondents (66.7%) thought that welfare measures affect the performance of the organization. 25% of the respondents believed that welfare measures do not affect the performance of employees and the organization as a whole, and 8.3% of the respondents did not give their opinion.

Table 3: Respondents' responses on causes of poor employee performance at Kenya Power and lightening Company

Causes of poor employee performance at Kenya Power and Lighting Company.	Frequency	(f)	Percentage (%)
Overworking	10		33.3%
Poor working environment	15		25%
Lack of motivation	5		8.3%
All the above	25		41.7%
None of the above	5		8.3%
Total	60		100%

Source, field survey, 2023

Table 3 shows that the majority of the respondents 41.7% were of the opinion that poor working environment, lack of motivation, and overworking are the causes of poor employee performance. 33.3% of the respondents were of the opinion that overworking employees leads to their poor performance, 25% were of the opinion that poor working condition was the cause of poor employee performance, 8.3% said lack of motivation is the cause of poor employee performance, while 8.3% said none of the above causes the poor employee performance at Kenya power and lightening company.

Table 4: Respondents' responses on trust of the organization in the process of delivering services

Do you trust the organization to deliver Its services to you?	Frequency	Percentage
Yes	40	66.7%
No	15	25%
None of the above	5	8.3%
Total	60	100%

Source, field survey, 2023

From table 4 above, it was shown that the biggest percentage 66.6% of the respondents were of the opinion that they trusted the organization in delivering services to them, 25% of the respondents did not trust Kenya Power and Lighting Company while 8.3% did not know anything.

Table 5: Respondents' responses on workers' health conditions

Is your health affected by workplace environment?	Frequency	Percentage
Yes	15	25%
No	40	67%
None of the above	5	8%
Total	60	100%

Source, field survey, 2023

The table above shows that the biggest percentage (66.6%) of the respondents said that their health was not affected by the workplace environment implying that the environment was conducive to the workers, 25% of the respondents said the workplace environment was not friendly to them while 8.3% did not give their view on the workplace environment.

DISCUSSION OF FINDINGS

Findings revealed that to a greater extent, employees in Kenya's power and lighting companies got all the welfare benefits such as health benefits, school benefits, and food benefits which is equivalent to 41.7%, and to some extent, they have a good working environment. This finding is in line with the findings of Zhenjing et al. [27] who found that a positive work environment makes employees feel good about coming to the office or settling down at their computer for the day, because they feel engaged and motivated, which will be reflected in their output. It was found out that employees are most not overworked and welfare benefits are relevant to organizational performance at Kenya Power and Lighting Company. Findings equally show that to a large extent, (66.7%) employee welfare affects organizational performance, and when employees get what they need, it brings about good organizational performance. Finally, it was found that harsh conditions at the workplace like poor working conditions, overworking, and lack of motivation among others were to a large extent the preliminary causes of poor employee performance at Kenya Power and Lighting Company which contributed to 41.7% of the respondents. These findings are in line with the findings of Davidescu [26] who found that employees' motivation to work hard, their efficiency, and performance

are shaped by the influence of the quality of the workplace. Workers' levels of willingness to stay motivated, creative, engaged with colleagues, and loyal to jobs are all influenced by the factors of the workplace environment.

CONCLUSION AND RECOMMENDATIONS

Poor working environment, lack of motivation, and overworking were the causes of poor employee performance. However, the welfare of employees at Kenya Power and Lighting Company is not bad. This was based on the responses from the respondents. More so, welfare benefits like food benefit, health benefits, and school benefits were obtained by a considerable number of respondents, which showed 41.7% of the respondents who get all the welfare benefits. Based on the above findings, the study recommends the need for employee welfare to be maintained and improved at Kenya Power and Lighting Company to bring up the working spirit of the employees. This in turn brings high organizational performance. More so, organizations like Kenya Power and Lighting Company and others in the same category always provide their workers with welfare benefits like food benefits, health benefits, school benefits, and some others like holidays. They should also try to minimize the harsh conditions that are not friendly to the workers for this demotivates them and leads to poor organizational performance. Finally, the government should formulate policies that will favor the employees at the workplace and it will depend on the policies that will lead to a good working environment for the employee which will eventually lead to organizational performance.

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