

**THE PERCEIVED EFFECTS OF WORKPLACE HEALTH PROMOTION PROGRAMS
ON JOB SATISFACTION AT OSERIAN DEVELOPMENT COMPANY**

JIMMY KABANGO

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION OF THE UNIVERSITY OF NAIROBI**

NOVEMBER, 2013

DECLARATION

Student's Declaration

This research project is my original work and has not been presented for a degree or any other award in any university.

Signature Date

JIMMY KABANGO

D16/8875/05

Supervisor's Declaration

This research project has been submitted to the School of business for examination with my approval as the supervisor.

Signature Date

FLORENCE MUINDI

DEDICATION

This research project is dedicated to my family for their love, understanding and support during the many long hours when I had to juggle with work, family and studies.

ACKNOWLEDGEMENT

I highly appreciate my supervisor Florence Muindi for providing the necessary guidance on how to undertake academic research. I am grateful to the staff of University of Nairobi library, for helping me to access all the necessary information and materials for the development of this research project.

ABSTRACT

Workplace Health promotion programs have been shown to be successful in improving social well-being of workers, increasing productivity, and reducing defection rates. Under these circumstances, managers should concentrate on removing sources of dissatisfaction on work health so as to keep employees productive, and satisfied. This study was motivated by the need to evaluate the effect of workplace health promotion programs on job satisfaction of the employees. To achieve this objective, the study adopted a descriptive research design. The study focused on the 6000 staff working with Oserian Development Company. From the 6000 staff the study sampled 300 staff so as to minimize costs and efficiency of the data collection process. The study used stratified sampling technique to sample the respondents of the study. The data was collected using semi-structured questionnaires. The data collected was analyzed using descriptive statistics such as mean and standard deviation, percentages and frequencies. The study found that workplace health promotion programs at Oserian Development Company contributed to the health and fitness of the employees, reduced illness and injuries, reduced unnecessary absenteeism and made them more productive. This generally increased the job morale and satisfaction of the staff at Oserian Development Company. The study recommended that organizations improve on employer communication and education on the benefits of health promotion, the finding attributed to applied health promotion in organizations be increased, an employers heath promotion resource center be created and a training be done to sensitize the public and private workforce on work health programs.

TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
ABSTRACT	v
LIST OF FIGURES	viii
LIST OF TABLES	ix
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Perception.....	1
1.1.2 Workplace Health Promotion	2
1.1.3 Work Place Health Programs	3
1.1.4 Job Satisfaction.....	4
1.1.5 Oserian Development Company.....	4
1.2 Research Problem	5
1.3 Objectives of the Study	6
1.4 Value of the Study.....	6
CHAPTER TWO: LITERATURE REVIEW.....	8
2.1 Introduction	8
2.2 Work Health Promotion	8
2.3 Types of Health Promotion Programs.....	9
2.4 Job Satisfaction	11
2.5 Components of Job Satisfaction	12
2.6 Effects of Workplace Health Promotion Programs on Job Satisfaction	14
CHAPTER THREE: RESEARCH METHODOLOGY	18
3.1 Introduction	18
3.2 Research Design.....	18
3.3 Population.....	18
3.4 Sample	18
3.5 Data Collection	19
3.6 Data Analysis.....	19

CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION AND DISCUSSION	20
4.1 Introduction	20
4.2 Response rate.....	20
4.3 Demographic information	20
4.3.1 Age of the respondents.....	20
4.3.2 Position and department of the respondents.....	21
4.3.3 Gender of the respondents.....	22
4.3.4 Duration in the company	22
4.3.5 Education level	23
4.4 Perceived Effects of the workplace health promotion programs on job satisfaction at Oserian Development Company.....	24
4.5 Discussion of the findings	27
CHAPTER FIVE: SUMMARY OF THE FINDINGS, CONCLUSIONS AND	
RECOMMENDATIONS	30
5.1 Introduction	30
5.2 Summary of the findings	30
5.4 Conclusions	31
5.5 Recommendations	32
5.6 Suggestions for further research	33
5.7 Limitations of the study.....	33
REFERENCES.....	34
APPENDICES.....	i
Appendix I: Questionnaire	i

LIST OF FIGURES

Figure 4. 1 Gender	22
Figure 4. 2 Duration in the company	23
Figure 4. 3 Education level.....	24

LIST OF TABLES

Table 4. 1	20
Table 4. 2 Age.....	21
Table 4. 3 Position and department of the respondents.....	21
Table 4. 4 Perceived effects of the workplace health promotion programs on job satisfaction	25

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Globally, high rates of employee turnover and the costs of sick days are increasingly taking bites into employer profits (DeMuth, Fielding, Stunkard and Hollander, 1986). The high cost of recruitment programs only adds to the challenges that these concerns in total cost the average employer. Many organizations are finding the solution to these challenges by increasing job satisfaction, team building, and the implementation of programs that yield a decrease in these costs. It has become increasingly clear to most managers that a well-designed wellness program fitness program with a strong nutritional and fitness lifestyle emphasis will directly meet this need. Upper management's objectives for a beneficial wellness program must be viewed through the perspective of increased employee productiveness, lowered absenteeism due to health related causes, improved employee morale, lowered utilization of employer subsidized health benefits, enhanced group cohesion and success and a decline in turnover due to lack of job satisfaction (Roughton and James 2002).

In developing countries e.g. Kenya, health programs are being adopted at a much slower pace. The workplace directly influences the physical, mental, economic and social well-being of many workers and in turn the health of their families, communities and society. It offers an ideal setting and infrastructure to support the promotion of health of a large audience. The health of workers is also affected by non-work related factors. Regrettably, in many countries, the concept that the workplace is an important arena for health campaigns of many kinds, as well as basic occupational health and safety programmes is not yet widely accepted (Polanyi et al, 2000).

1.1.1 Perception

Perception can be defined as a “complex process by which people select, organize, and interpret sensory stimulation into a meaningful and coherent picture of the world” (Berelson and Steiner, 1964: 88). In the same vein, perception is “about receiving, selecting, acquiring, transforming and organizing the information supplied by our senses” (Barber and Legge, 1976: 7). The research on perceptions can be traced back to Bartlett's (1932) influential works on the

constructive nature of cognition, which argues that schematic thinking dominates human perception in ways that human generic beliefs about the world influence and shape information processes.

Several researchers (Allport, 1954) have extended Bartlett's (1932) work and have advanced our understanding of perception, attitude, judgment, and several other concepts. The preceding discussion has suggested that from a psychological perspective, individuals' perceptions have a directive influence upon their decision-making and the outcome of their decisions; thus, it is not surprising that organization theorists are now interested in relationships between perceptions and various aspects of organizations. For example, a work by Anderson and Paine (1975) has posited the influences of the perception of uncertainty in the environment on the perception of the need for change in a firm's strategies.

The research on the roles and effects of perceptions on people's decisions and behaviors is yet to be completed, and the search for a better understanding of various perceptions on employees' behaviors such as turnover or commitment in the field of human resource management continues its momentum. However, empirical research has begun to show that in organizational settings, certain perceptions such as the perception of uncertainty are associated with people's behaviors. An empirical study by Ashford and colleagues (1989), for example, has shown evidence for a positive relationship between perceived job insecurity and intention to quit. Another empirical study by Eisenberger, Fasolo and Davis-LeMastro (1990) has demonstrated that employees' perceived organizational support is related to various attitudes and behaviors. In a more recent study, Gopinath and Becker (2000) found that perceived procedural justice concerning the divestment activities of the firm is positively related to post-divestment commitment to the firm.

1.1.2 Workplace Health Promotion

The workplace is considered to be one of the most important settings for health promotion and the importance of leadership for creating a health promoting workplace has been stressed (Chu et al., 2000; Shain and Kramer, 2004). In Sweden, preventive and health promoting interventions with the aim of reducing the sickness rate have also been politically targeted in recent years and a number of programs for development of workplace health promotion, including development of health promoting leadership, have been launched (Menckel and Österblom, 2002; Angelöw,

2002). The concept of workplace health promotion has been developed from an emphasis on individual-oriented wellness activities to a more integrative and holistic settings approach and a concept of health promoting workplaces, which includes broader organizational and environmental determinants for health (Chu et al., 2000). Health has been defined not merely as an absence of disease but as a resource for everyday life, including physical and mental as well as social well-being (WHO, 1986). In the workplace, the physical, mental and social well-being of the employees has been shown to correlate with the rate of sickness absence (Marmot et al., 1995).

1.1.3 Work Place Health Programs

Workplace health promotion programs are employer-sponsored initiatives directed at improving the health and well-being of workers. Often their families and retirees are included in the initiative, and, in some cases, the surrounding local communities where businesses are located (Goetzel et al, 2007). The workplace presents an ideal setting for introducing and maintaining health promotion programs for the following reasons: • Workplace programs can reach large segments of the population that normally would not be exposed to and engaged in organized health improvement efforts; • Workplaces contain a concentrated group of people who usually live in relative proximity to one another and share a common purpose and common culture; • Communication with workers is relatively straightforward; Social and organizational supports are available when employees are attempting to change unhealthy behaviors; • Certain policies, procedures and practices can be introduced into the workplace and organizational norms can be established to promote certain behaviors and discourage others; and • Financial or other types of incentives can be offered to gain participation in programs (Goetzel et al, 2001).

Employers also tend to have long-term relationships with their employees; as a result, the duration of interventions can be longer, making it more probable that employees will attain benefits. Also, workplace health promotion can be combined with existing efforts such as those related to health surveillance, workplace health and safety, and regulatory compliance. Finally, measuring a program's impact can be accomplished by using available administrative data collection methods and analysis systems (Heaney & Goetzel, 1997).

1.1.4 Job Satisfaction

Thompson, (2012), gives a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is as a result of employee's perception of how well their job provides those things that are viewed as important. It's a sense of inner fulfillment and pride achieved when performing a particular job. Job satisfaction occurs when an employee feels he has accomplished something that have importance and value to his organization and worthy of recognition. (Mitchell and Lasan, 1987), say that it is generally recognized in the organizational behaviour field that job satisfaction is the most important and frequently studied attitude. According to Price, (1997); Scarpello and Campbell, (1983), job satisfaction has also been defined and measured both as a global construct and as a concept with multiple dimensions or facets). In general, overall job satisfaction has been defined as a function of the perceived relationship between what one wants from one's job and what one perceives it as offering.

However, it is noted by Locke (1991), that there are a range of theoretical views over what drives/creates motivation and leads towards a feeling of satisfaction or a satisfactory outcome for the individual. According to him, this confusion results from the fact that many theories are constituent parts of a wider motivational sequence. Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job.

1.1.5 Oserian Development Company

Oserian Flower Farm is located on the Moi South Lake Road, Lake Naivasha. It is the largest flower farm of its kind in Kenya, established in 1969 as a vegetable growing farm, with a 5 hectare area of production and a workforce of six employees. Oserian commenced cut flower production in 1982; today, with over 20 years strong growth, is a leader in its field and the largest multi crop farm in Kenya employing 6,000 people with 225 hectares of production, with an average of 64,000 plants per hectare, (ODC, annual report, 2011).

Oserian exports 3.5 million cut flower roses per week in nine different color categories, from over twenty different varieties. Oserian today employs over 6,000 employees. The company

provides modern housing for over 3,300 employees and their families and has committed Ksh 20 million per year towards renovation and construction of new employees' houses, offers the highest floricultural wage in Kenya with the lowest scale is double the legislated minimum wage. Free medical services for both employees and their dependents at our modern Health and a free but holistic education system to employees' children through 3 modern Early Childhood Development centers, 3 primary schools and a secondary school is also provided. The company also operates a bursary scheme for college and university education. These facilities have recently been modernized to include excellent administration offices blocks, modern libraries and computer classrooms. There is also vocational based training for employees and their dependents offered through the FT Training Center. The center offers courses in computer skills, tailoring and knitting among others. There is also a modern crèche facility managed by a Matron and a team of qualified and well trained attendants (ODC, annual report, 2011)

1.2 Research Problem

The health and the social well-being of employees affect their productivity and morale in the work place. Today's business environment is characterized by weak economies, rapidly changing technology, organizational re-engineering, shortened length of tenure, and outsourcing of peripheral business activities. Under these circumstances, managers should concentrate on removing sources of dissatisfaction from the workplace so as to keep employees productive, and satisfied (Wilbur 1992). Through this research managers will be able to establish factors that improve the health of employees in the work place.

Oserian Development Company hires many workers who are on permanent and temporary employment terms depending on capabilities and availability of work e.g. during harvesting periods. These workers are frequently exposed to chemicals, which may be harmful to their health, changing climatic conditions, and undoubtedly, those on temporary employment may feel insecure. In addition to this, the rising pressure from lobby groups and the international markets on the working conditions of employees of flower firms is an important issue to consider. If there are no enough workplace health promotion programs available to boost the health and morale of employees, they may get dissatisfied and feel neglected and as a result, may not perform satisfactorily at work, hence the need for the study on the effects of workplace health promotion

programs on job satisfaction. Oserian Development Company will provide a good avenue for study, since it is located at a fast growing town and therefore provides the right population for the study.

Various studies have been done on occupational health and safety programs such as one conducted by Mberia (2001), on the occupational health and safety programs adopted by the banking industry in Kenya. He found that a wide variety of programmes were in place, mainly to avoid work place injury and enhance employee safety. The programs are important in reducing the rates of absenteeism due to illness caused by injuries. A study carried out by Muthungu (2003), focused mainly on quality management systems and their link to employee productivity. The researcher says that quality management systems have a positive effect on employee performance and productivity in a company. Another study conducted by (Willet, 2007), found out that workplace health programs are essential in the performance of a firm. The researcher notes that both employers and employees benefit from health promotion programs. With improving performance, the company is likely to increase its profits and this may translate to a significant raise in employees' salaries. There is no known study that has been conducted on the effects of workplace health promotion programs on job satisfaction, in a flower firm. This study sought to answer the question, what are effects of workplace health promotion programmes on job satisfaction at Oserian Development Company?

1.3 Objectives of the Study

The main objective of this study was to determine perception of workplace health promotion programs on job satisfaction at Oserian Development Company.

1.4 Value of the Study

Firstly, this study will be beneficial to the Oserian Development Company management and companies in the flower farms in Kenya as it will provide insights into a framework on which industry players can base their workplace health promotion programs and also provide information on the likely gains accruing from workplace health promotion programs.

Secondly, this study will be useful to the government, trade unions and other employers ,as it will provide hints, if not the formula for a solution into creating sustainable workplace health promotion programs as well as new knowledge on how to create awareness of, and increase participation in the program.

Lastly, the knowledge generated by this study will enable academicians, and other researchers to improve and develop a better understanding of workplace health promotion programs particularly for our local workplaces.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews the available literature on workplace health promotion programs in relation to job satisfaction in organizations. .It includes the following subsections; health promotion, types of health promotion, job satisfaction, factors affecting job satisfaction, health promotion and job satisfaction and effects of workplace health promotion programs on job satisfaction.

2.2 Work Health Promotion

Work Health promotion is the process of enabling people to increase control over their health and its determinants, and thereby improve their health (WHO, 2005). According to Public Health Agency, (2009), health promotion is the process of enabling people to exert control over the determinants of health and thereby improve their health. Health promotion is a process directed towards enabling people to take action. Work Health promotion improves the health status of individuals, families, communities, states, and the nation, enhances the quality of life for all people, reduces premature deaths and also reduces the costs (both financial and human) that individuals, employers, families, insurance companies, medical facilities, communities, the state and the nation would spend on medical treatment. With improved health, workers are more productive, and the company is likely to increase in terms of financial stability (Grawich et al, 2006).

The most successful work health promotion programs can be found in companies where workplace health promotion is looked upon as a comprehensive issue, integrated into the company management and aligned with the companies' goals and strategy .Company performance is not only measured in financial terms but also other aspects such as the customer, internal business, innovation and learning factors are taken into consideration. The management therefore provides possibilities for identifying health promotion as an important business enabler that can push companies to perform better. The consequence of this is that it is less necessary to show which costs investment in workplace health promotion brings and more to indicate to what extent workplace health promotion can make a contribution to the achievement of company

objectives (Kristein, 1982). At organizational level, a health promotion program leads to change by creating better working conditions, improving the social climate and the organizational process. On an individual level, a workplace health promotion program leads to greater health awareness, healthier lifestyle and to improved motivation and commitment. Implementing workplace health promotion programmes leads to success with regard to decreasing absenteeism rates, occupational accidents and disabilities. Reductions in absence from work are also observed to decrease. Health promotion generates an enhanced image and has a significant influence on the image of a company or organization. It also leads to improved human resources management (Spilman et al, 1986).

2.3 Types of Health Promotion Programs

There are different wellness program design levels depending on desired outcomes and budgets. Each level has pros and cons (Cook and Campbell, 2009). The intentions or results are quite different, are not interchangeable in terms of obtaining similar results, and therefore ought not to be confused. By way of example, scheduling activities such as an employee health & wellness fair or lunchtime education sessions, or having brochures available do not usually result in behavior change, but may expand awareness on a topic.

Firstly, awareness programs promote health by making health information available and accessible to employees. This type of program frequently includes handouts on a variety of subject matters, wellness articles in newsletters, bulletin board displays, e-mail health messages, etc. Also, most health & wellness fairs are designed as awareness programs with vendors offering information and offering wellness screenings to employees (Everlyn, 1999). Awareness programs are inexpensive and do not require extensive employee or business time commitments. Still, these programs do not usually result in behavior change. Growing awareness is not usually sufficient to generate lifestyle changes for most people, unless used to arouse staff members to register for a program being available at the business or area on the topic. Secondly, educational programs can also support more information on a topic and usually also provide time for question and answer, but are similar to awareness programs. An example is lunch-n-learn sessions on a health related topic. These cost the employer a modest amount more than awareness programs; however, they remain inexpensive and do not require a great deal of time

for planning or attending a session. Again, increasing awareness and offering information may not yield the desired behavior changes unless ongoing support or rewards and incentives are also planned (Ladou, 2006). Thirdly, lifestyle/behavior change programs are also a good example of health promotion programs. They can be designed, as weekly sessions or classes to offer wellbeing and health education, address barriers and offer opportunities to practice the desired skills. Behavior change programs therefore require additional business resources, cost more, and also require additional employee commitment, time and effort (Shain and Kramer, 2004). The results are frequently the desired positive lifestyle change, which if sustained may lead to potential cost savings. Examples of lifestyle behavior change programs include smoking cessation classes, weight loss and weight management meetings, or an ongoing fitness program. Similarly, environmental backing is often considered the highest and most important level to include when designing your wellness program in order to support and maintain healthy lifestyles. These types of design options include policy changes such as creating a tobacco-free workplace, designating a walking path, organizing workplace fitness centers, ensuring healthy snack machines selections, offering healthy diet choices in the cafeteria, and/or creating flex-time policies.

According to Roughton (2002) the continuing growth in health care expenditures has led many employers to offer WHP programs. The results of this study show that these programs do not uniformly increase healthy behavior. Smoking cessation programs, exercise facilities and programs and nutrition/weight loss programs do not increase the likelihood that workers will participate in these health promoting activities-at least as these programs are currently constituted. Promoting preventive care can also be done by encouraging programs that promote preventive health care e.g. education on HIV/AIDS, bringing vaccination to the workplace for flu season. Encouraging and even funding vaccinations for employees has one of the clearest returns on investment. When employees avoid the flu, they avoid missing out on days, if not weeks, of work. Consider offering on-site flu vaccines to employees. Or if the health insurance doesn't cover it already, consider reimbursing employees for vaccination fees (Kristen, 1982). Kristen notes that professional intervention is also one of the most innovative trends in workplace wellness has been that of the office doctor's office. On-site health clinics give employees the opportunity to schedule office visits for routine care without taking time off work. And they seem to be successful. A recent survey from the Center for Studying Health System Change

found that on-site clinics increase productivity, reduce medical costs, and enhance a company's reputation as being a desirable place to work. Moreover, employee incentive programs offer rewards financial or otherwise for employees who engage in healthy behavior. A growing trend is to cover an additional percentage of the cost of health insurance premiums for employees who pass certain biometric markers such as having a healthy body mass index, blood pressure, or blood sugar reading (Leong, 1993). The mental health of employees too, is of paramount importance to a firm's performance. Unmanaged stress has been linked to heart disease, high blood pressure, and sleep trouble. At the workplace, it can lead to inefficiency, job dissatisfaction, and absence from work for related health conditions. Offering employee assistance programs for employees who have financial troubles, excess stress, or depression symptoms could be very helpful. Also encouraging employees to take simple steps to reduce stress, e.g taking several breaks a day to go for a walk, chat with a co-worker, or just get outside for a breath of fresh air could greatly improve their performance (Cook, et al, 2009).

2.4 Job Satisfaction

Scientific management also had a significant impact on the study of job satisfaction. All employees in any organization need to be satisfied with their jobs in order to be productive. According to Herzberg (1950), the factors that are known to influence the level of job satisfaction and dissatisfaction are: pay, promotion, and recognition, work itself, working conditions, supervision, personnel values, skills and abilities, company and administrative policies, interpersonal relations and achievement. Dessler (1999) says that measuring the level of job satisfaction is best achieved by carrying out attitude surveys to determine how employees feel about the various variables of job satisfaction. Organizations strongly desire job satisfaction from their employees (Oshagbemi, 2003). Job satisfaction has been found to significantly influence job performance, absenteeism, turnover, and psychological distress. Dissatisfied workers are prone to excessive turnover and absenteeism (Andrisani, 1978). Job satisfaction is important in every worker's life. People spend more than thirds of waking hours at work which means that if they are not happy with their jobs, they are also unhappy with their personal lives. Workers who find satisfaction in their jobs are more enthusiastic when it comes to performing their responsibilities. Job satisfaction definitely plays an important role in determining our efficiency and productivity. Workers who have job satisfaction can help boost the morale of his

or her co-employees and will encourage them to be optimistic about their job. While money is an important aspect of job satisfaction, it should not be the sole basis of defining our fulfillment at work. Employee satisfaction is essential to the success of any business. A high rate of employee contentedness is directly related to a lower turnover rate. Thus, keeping employees' satisfied with their careers should be a major priority for every employer. While this is a well-known fact in management practices, economic downturns like the current one seem to cause employers to ignore it. It is important that employers care about the happiness of their employees (Kristein, 1982).

The rate of turnover because employees are unhappy is alarming. Even in an economic downturn, employers must spend an enormous amount of money recruiting new employees, going through the hiring process, and finally training new employees. Dissatisfaction has many negative side effects for the company, while satisfaction results in a much better retention rate. An employee who has no interest in his or her field, or the position in which he or she begins in a job, may initially put forth his or her best effort. However, this employee will often become bored with the work because there is no intrinsic motivation to succeed. Finding the daily job mundane reduces the individual's desire to show up to work and to do the job well. In this case, the employee may continue to come to work, but his or her efforts will be minimal. There are numerous reasons why employees can become discouraged with their jobs and resign, including high stress, lack of communication within the company, lack of recognition, or limited opportunity for growth. Management should actively seek to improve these factors if they hope to lower their turnover rate. (Rudman, 2003).

2.5 Components of Job Satisfaction

An employee's overall satisfaction with his job is the result of a combination of factors -- and financial compensation is only one of them. Management's role in enhancing employees' job satisfaction is to make sure the work environment is positive, morale is high and employees have the resources they need to accomplish the tasks they have been assigned (Grawich, et al ,2006). Because employees spend so much time in their work environment each week, it's important for companies to try to optimize working conditions. Such things as providing spacious work areas rather than cramped ones, adequate lighting and comfortable work stations contribute to

favorable work conditions. Providing productivity tools such as upgraded information technology to help employees accomplish tasks more efficiently contributes to job satisfaction as well (Thompson, 2012). According to a study conducted by Roughton (2002), opportunity for advancement affects job satisfaction of employees. This study states that employees are more satisfied with their current job if they see a path available to move up the ranks in the company and be given more responsibility and along with it higher compensation. Many companies encourage employees to acquire more advanced skills that will lead to the chance of promotion. Companies often pay the cost of tuition for employees taking university courses, for example. During an employee's annual performance review, a supervisor should map out a path showing her what she needs to accomplish and what new skills she needs to develop in order to be on a track to advancement within the organization.

Another study conducted by (Everlyn, 1999) shows that workload and respect from co-workers can significantly affect job satisfaction. The study notes that when dealing with a workload that is far too heavy and deadlines that are impossible to reach can cause job satisfaction to erode for even the most dedicated employee. Falling short of deadlines results in conflict between employees and supervisors and raises the stress level of the workplace. Many times, this environment is caused by ineffective management and poor planning. The office operates in a crisis mode because supervisors don't allow enough time for employees to perform their assigned tasks effectively or because staff levels are inadequate. Employees seek to be treated with respect by those they work with. A hostile work environment with rude or unpleasant coworkers -- is one that usually has lower job satisfaction. There are some employees who also believe morale is poor where they work, and this leads to demotivation. Managers need to step in and mediate conflicts before they escalate into more serious problems requiring disciplinary action. Employees may need to be reminded what behaviors are considered inappropriate when interacting with coworkers.

Mberia, (2011) identified relationship with supervisors as another factor contributing to low employee morale. Mberia says that many supervisors/managers do not focus on employees need for recognition and praise for their efforts and accomplishments. Employees need to know their supervisor's door is always open for them to discuss any concerns they have that are affecting their ability to do their jobs effectively and impeding their satisfaction at the office. Job

satisfaction is impacted by an employee's views about the fairness of the company wage scale as well as the current compensation she may be receiving. Companies need to have a mechanism in place to evaluate employee performance and provide salary increases to top performers. Opportunities to earn special incentives, such as bonuses, extra paid time off or vacations, also bring excitement and higher job satisfaction to the workplace. Spillman et al, (1986), found that individual factors such as mood and emotions form the affective element of job satisfaction. Moods tend to be longer lasting but often weaker states of uncertain origin, while emotions are often more intense, short-lived and have a clear object or cause. Moods are related to overall job satisfaction. Positive and negative emotions also found significantly affect overall job satisfaction. Emotion management includes all of the conscious and unconscious efforts to increase, maintain, or decrease one or more components of an emotion. Although early studies of the consequences of emotional work emphasized its harmful effects on workers, studies of workers in a variety of occupations suggest that the consequences of emotional work are not uniformly negative.

2.6 Effects of Workplace Health Promotion Programs on Job Satisfaction

Health promotion pays off for everyone. It benefits employees themselves and their employers, and it also helps the wider society, by reducing the burden on healthcare systems. And with an ageing working population, the importance of health promotion schemes is only going to increase. For people to stay healthier for longer, there is need employers and employees to work together, to create a healthy working culture. Poor health habits not only represent a growing healthcare expenditure to the employer but they may also lead to lower employee productivity. In the advent of such employment issues, many organizations have been increasingly implementing health promotion programs that range from simple health assessment risk surveys to sophisticated wellness centers. Their focus is certainly on prevention (Angelöw, B. 2002).

According to American Journal of Health Promotion, health promotion helps people discover the synergies between their core passions and optimal health, enhancing their motivation to strive for optimal health, and supporting them in changing their lifestyle to move toward a state of optimal health. Optimal health is a dynamic balance of physical, emotional, social, spiritual, and intellectual health. Lifestyle change can be facilitated through a combination of learning experiences that enhance awareness, increase motivation, and build skills and, most important, through the creation of opportunities that open access to environments that make positive health practices the easiest choice (Michael, 2009).

The benefits from an employee point of view can be seen in improved health, increased energy levels, lowered body fat, a more youthful fit body, an increased ability to handle work related stress, greater feelings of confidence and morale and more social connections at work contributing to greater feelings of satisfaction with their work and workplace (O'Donnell, 1994). To be most beneficial a wellness program needs to achieve both senior staff's and employee's objectives, and this can be accomplished through a program that will offer the individual employee with an awareness of their current physical condition and attitudes to fitness and wellbeing, and the benefits of attaining a fitter, healthier lifestyle, and a plan that will allow them to achieve the significant changes to their physical condition that can be applied in the context of their life and work (Wilbur, 1992).

According to Leong, (1993), workplace health promotion programs enhance employee effectiveness. The impact of variance in the way in which workplace health promotions are distributed among members of outcome interdependent teams has been largely neglected in the research to date. The question of whether such promotions should be distributed on the basis of equality as opposed to equity is likely to be no trivial matter. This is because the assumed monotonic effects of the degree of outcome interdependence on cooperation-oriented behaviors may not necessarily apply among those who, by virtue of the outcome interdependence inherent in any group-based reward, may already identify with the collective interests of their work unit. Second, literature on group-based pay has been limited by an overwhelming emphasis on the impact of such systems on performance and effectiveness.

A study conducted by Huber, (1999), indicates that workplace health promotion programs enhance competencies. A worker who feels that he/she is contributing positively to her workplace will be satisfied with their job. Many firms have largely neglected the possible impact that group-based pay structures might have on the nature of such helping, or the degree to which such assistance is aimed at solving the recipient's immediate problem as opposed to enhancing the recipient's competencies for the longer-term. Given the impact of team learning and absorptive capacity (Huber, 1999) notes that the performance implications of group-based pay may have as much to do with the type of help members provide to one another (i.e. degree to which such help is capacity-building in nature) as with the amount. Appraisal of any type is often a very subjective process. Prendergast and Topel (1996) argue that accurate and objective measures of an employee's performance are typically unavailable. Instead performance is gauged from subjective opinions provided by superiors and this subjectivity opens the door to favoritism where evaluators use their power to reward preferred subordinates beyond their true performance. The harmful effects of favoritism have two implications for the design of rewards. Incentive pay for employees will be de-emphasised and favoritism causes organisations to use bureaucratic rules in pay and promotion decisions. According to self-efficacy theory, cognitions are translated into behaviour through a process called conception-matching. Specifically, Bandura (1977) suggested that cognitive representations serve as guides for the creation of skilled action and as internal standards for making corrective adjustments in order to achieve behavioral proficiency.

According to Lattimore et al. (1998), workplace health promotion programs lead to increased productivity. The perceived importance of workplace promotions to improvements in productivity, sustained competitive advantage, and ultimately to firm performance has led governments in various organizations to invest considerable resources into workplace promotion programs that encourage management in enterprises. It is believed that workplace promotion is a powerful agent to development of capabilities and to growth and profitability of the firm. Firms that invest in employee workplace promotions engage in formal performance appraisal, and link these to incentive compensation are likely to have lower employee turnover, higher productivity, and enhanced financial performance. Workplace promotion would enhance the survival rate of small firms and provide more employees workplace health promotion than average. In addition, small business failure has been linked to poor management skills.

Many organizations have embraced the workplace health promotion programs approach of quality assurance by checking on the systems and processes used to deliver the end product to the consumer. Essentially this checks on; pre-sale activities which encompass the advice and workplace health promotion given to a prospective client, customer communications (how well the customers are informed of the products and services, whether there are any consultancy services provided to help the customers assess their needs and any help line available for ease of access to information on products), e.g. the speed of handling a client's transactions and processing of claims. (McGhee,1997). According to Armstrong (2005) all organizations are concerned with what should be done to achieve sustainable high levels of performance through people. This means giving close attention on how individual can best be motivated through such means as incentives, rewards, leadership and workplace health promotion. The aim is to develop motivation processes and work environment that will help to ensure that individuals deliver results in accordance with the expectation of management.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights the methodology which was used in collecting data for this study. The subsections are; research design, population, sample, data collection, and finally data analysis.

3.2 Research Design

The design for this study was a descriptive survey. The design of this research was a descriptive survey. A descriptive survey seeks to obtain information that describes existing phenomena by asking individuals about their perceptions, attitude, behavior or values (Mugenda and Mugenda 2003).

3.3 Population

The population of this study was all the staff working with Oserian Development Company which are a total of 6, 000 (ODC – 2012). This is because they are directly involved with the organization and are in a position to give credible information.

3.4 Sample

The respondents were drawn from various departments. A sample of 300 respondents (5% of the target population) were drawn from the possible 6000 target population using stratified sampling which gave each item in the population an equal probability chance of being selected. This sample was divided into two strata: managers and staff from the following four departments' chemicals department staff, packaging department staff, production department staff and warehouse department staff.

	Target Population	Sample Size (5 %)
Chemical department (managers and staff)	865	43
Warehouse (managers and staff)	610	31
Packaging (managers and staff)	1,715	86
Production (managers and staff)	2,810	140
TOTAL	6000	300

3.5 Data Collection

This study used semi-structured questionnaires as the main data collection instrument. The questionnaires had both open and close-ended questions. The close-ended questions provided more structured responses to facilitate tangible recommendations. The open-ended questions provided additional information that may not be captured in the close-ended questions. The researcher administered the research questionnaires using drop and pick method. Secondary data sources were employed through the use of previous documents and materials to supplement the data received from questionnaires and information from interviews.

3.6 Data Analysis

Data collected was both quantitative and qualitative. The completed questionnaires were edited for completeness and consistency. Then the data was coded and entered into a computer program for analysis. Descriptive statistics such as measures of central tendency which include both mean and standard deviation were used. Data has been presented in tables, bar charts, graphs, and other graphical presentations, for ease of understanding and analysis.

CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter presents the data findings of the study. The objective of the study was to determine the perceived effects of the workplace health promotions programs on job satisfaction at Oserian Development Company. These are the findings on the perceived effects of the workplace health promotion programs, challenges facing the company and possible recommendations on improving the workplace health programs.

4.2 Response rate

The study administered 300 questionnaires to the employees working at Oserian Development Company. Out of the total questionnaires distributed 215 were filled and collected this represents a response rate of 71.6%. According to Mugenda and Mugenda (2003) a response rate of 50% is adequate for an analysis, 60% is good and 70% is excellent. Thus a response rate of 71.6% was very ideal and reliable for the study.

Table 4. 1

Questionnaires	Number
Questionnaires administered	300
Questionnaires filled	215
Response rate	71.6%

4.3 Demographic information

This section sought data on the demographic information of the respondents. This was done so as to understand the background of the respondents and their work ability to give relevant data useful to the study.

4.3.1 Age of the respondents

The researcher collected data on the age structure of the respondents who took part in this study. This was important so as to establish the kind of employees who are working at Oserian

development company. This would help the organization in establishing the types of work health programmes to put in place based on age .The findings are shown in table 4.2.

Table 4. 2 Age

	Percent
18-25 Years	65
26-33 Years	31
34-41 Years	2
Over 49 years	2
Total	100.0

The information contained in table 4.2 shows the ages of the respondents who took part in this study. From the figure, majority (65%) of the respondents were aged between 18-25 years. A proportion of about 31% are aged between 26-33 years. This shows that majority of the staff at Oserian company are young and youthful.

4.3.2 Position and department of the respondents

The respondents who took part in this study held different positions at Oserian Development Company. The study sought to get information on positions of the respondents because the perception of employees on a particular phenomenon may be influenced by the designation of a person in an organization.

Table 4. 3 Position and department of the respondents

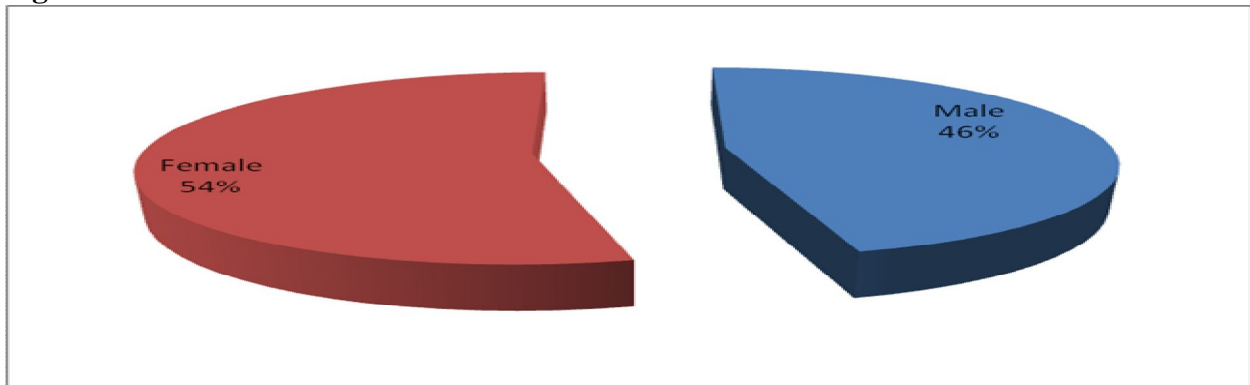
	Frequency	Percent
Managers	4	2
Supervisors	15	6
Secretaries	14	7
Human resource officers	17	8
Ordinary staff	165	77
Total	215	100.0

The respondents of this study were 4 managers, 15 supervisors, 14 company secretaries, 17 (8%) human resource officers and 165 (77%) ordinary staff members. These employees worked in the departments of production, ware house, packaging and chemical. Thus the respondents of the study were therefore reliable since the respondents were spread throughout the employee structure from the management to the staff and employees.

4.3.3 Gender of the respondents

Gender representation in an organization has become a key consideration in every process and activity of organizations. The study sought to find gender information to understand whether the work health programs were gender sensitive since some health programs should be gender based. The gender findings of the respondents who took part in this study are shown in figure 4.1.

Figure 4. 1Gender

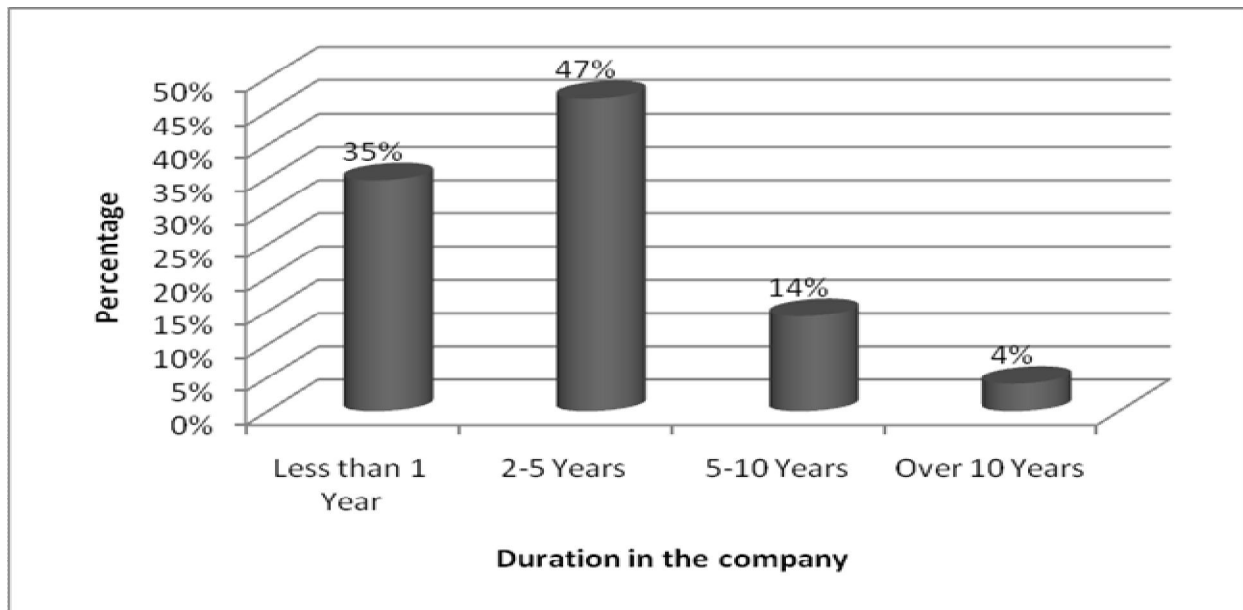


The gender of the respondents is contained in figure 4.1. According to the findings, (54%) of the respondents were females while 46% were males. This shows that there are more females than males in the organization. Therefore the aspects of work health programs at Oserian Development Company should be provided with reference to the high number of women working in the organization.

4.3.4 Duration in the company

The duration of stay in a particular trade, craft or profession enhances the experience and efficiency of doing things to a person. The study collected data on the duration the respondents had worked in the company as shown in figure 4.2.

Figure 4. 2 Duration in the company

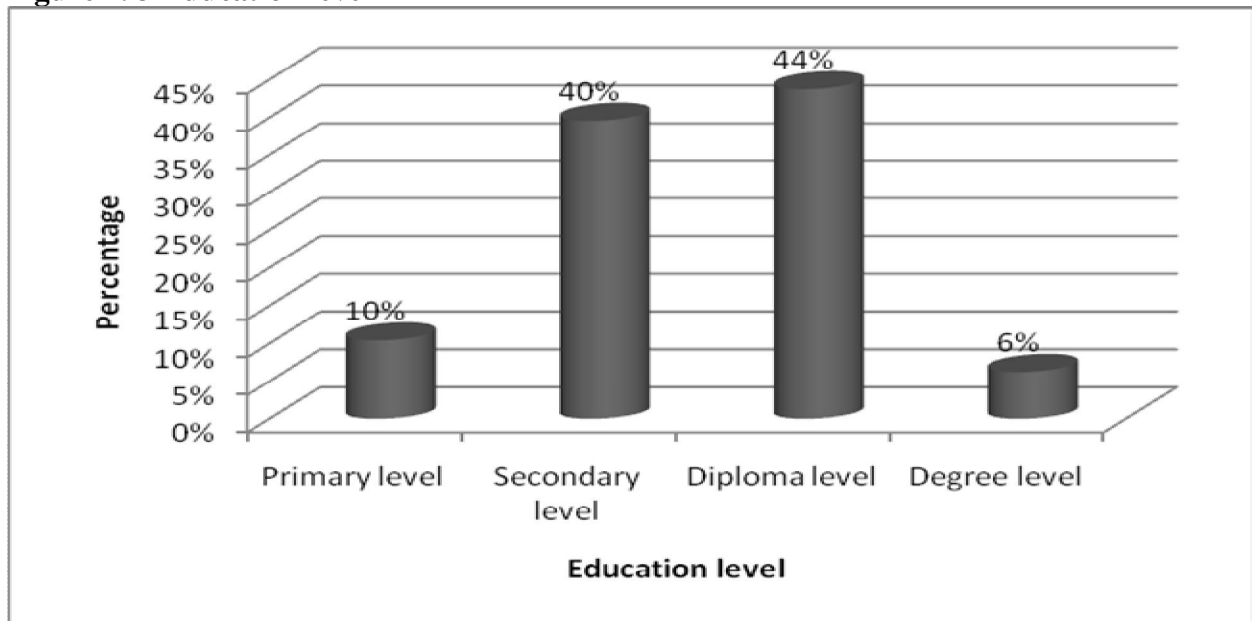


The findings shown in figure 4.2 shows that most (47%) of the respondents had a work experience of 2-5 years. A proportion of 35% have a work experience of less than a year. Thus a total of 82% have worked in the company for less than 5 years. This shows that most of the respondents have worked in the company for more than two years and are therefore aware of the workplace health promotion programs available at Oserian Development Company and their perception about the status of the WHPP was highly reliable.

4.3.5 Education level

The researcher requested the respondents to provide information on their education levels. This information was sought since education level influences the understanding of employees on different aspects of work places. Thus education level of the staff could influence the understanding of the employees on Workplace health promotion programs. The findings on the education level of the respondents are shown in figure 4.3.

Figure 4. 3 Education level



The information contained in figure 4.3 shows the education level of the respondents who took part in this study. From the findings, most of the employees at Oserian Development Company had diploma (44%), 40% had attained secondary school education while 6% had degrees. The education level of the employees at Oserian Development Company shows that most of employees are literate and have good academic grounds. This means that the employees are able to understand the concepts of work place health promotion programs. Also the employees can be trained on the work health programs through use of formal means such as journals, magazines and internet.

4.4 Perceived Effects of the workplace health promotion programs on job satisfaction at Oserian Development Company

The study collected data on the perceived effects of the workplace health promotion programs on job satisfaction at Oserian Development Company. The data was collected using a likert scale of 5 points. According to the scale, 1 represented No extent at all, 2 less extent, 3 moderate extent, 4 great extent and 5 very great extent. The data has been presented using mean and standard deviation as shown in table 4.4. In the results shown, those variables which had a mean ≥ 4.5 represented very great extent, those variables which had a mean ranging between ≥ 3.5 and ≤ 4.4 represented great extent, those with a mean between ≥ 2.5 and ≤ 3.4 represented moderate extent, a mean of the range ≤ 1.5 and ≤ 2.4 represented low extent and those with a mean ≤ 1.4

represented no extent at all. For the standard deviation, those variables which had a value of ≥ 1 represented lack of consensus while those which had a value ≤ 0.9 .

Table 4. 4 Perceived effects of the workplace health promotion programs on job satisfaction

	Mean	Std. Dev
News articles on health of employees educate the employees on how to keep fit thus reducing stress enabling them to perform their duties effectively.	3.9	1.1
Bulletin boards on work place health programs increase the morale of employees since they feel that the employer cares of their health.	3.8	.8
Current and emerging issues sessions, enable employees to keep in touch with major happenings in the world thus coping with the dynamic working conditions of the workplace.	3.4	.9
HIV/AIDS sensitization sessions in the workplace create awareness among the workforce on preventive, care & support services, thereby reducing the vulnerability amongst the employees thus increasing their morale in the workplace.	3.9	1.1
Smoking cessation sessions educate workers on the risks of smoking and effects of smoking to the other workers thus facilitating a cordial relationship among the employees.	3.8	1.0
Technology use sessions on improvement of the health of the employees' easiness the task of the employees of being healthy in the workplace thus making the working conditions more effective.	3.9	1.0
Wellness articles emphasize the benefits of corporate wellness and lead to a reduction in the rates of illness and injuries among employees thus reducing overwork due to lack of enough staff.	3.7	.9
Workshops enable participants to learn how to recognize conflict, evaluate its presence, and work within its framework to bring about consensus, resolution, and win/win solutions and promote mental health thus they are able to work under pressure and manage stress in the workplace.	4.1	1.0

The information contained in table 4.4 shows the findings on the perceived effectiveness of work health promotion programs on job satisfaction at Oserian Development Company. The findings indicate that the company has employed several health promotion programs and measures to improve the health of the employees.

The study established that the company has news articles meant to educate employees on how to keep themselves healthy and fit which in turn reduces stress allowing them to perform their duties effectively ($M=3.9$). However, there was no consensus on that from the respondents ($SD=1.1$). This could be because the level of stress is not uniform among the staff and therefore respondents had different understanding and perceptions on the ability of the news articles to reduce stress. There are bulletin boards which reminds the employees of their health and employees commitment of their health ($M=3.8$, $SD=0.8$). The study shows that the respondents were in consensus that bulletin boards pass the same message to the people at the same intensity. This has increased the morale of the employees as they are made to feel that the employer cares for their health. The current and emerging issue sessions has enabled employees to keep in touch with major happenings in the world ($M=3.4$, $SD=0.9$). This has made it possible for workers to cope with dynamic conditions of the workplace.

HIV/AIDs sensitization sessions in work places was rated to a great extent ($M=3.9$) although this was not unanimous ($SD=1.1$). This creates awareness among the workforce on preventive, care and support services and reduces the vulnerability among the employees which increases their morale in the workplace. There was no consensus because the sensitization sessions are not taken seriously by all employees and so the expected impact is not uniform among the employees. The smoking sessions educate workers on the risks of smoking and effects of smoking to other workers which facilitates a cordial relationship among the employees to a great extent ($M=3.8$) although some respondents did not agree on that ($SD=1.0$). There was no consensus on that because some of the employees may be smokers and ignore such sessions. The technological sessions on improvement of the health has made employees to be more healthy and more productive to a very great extent ($M=3.9$, $SD=1.0$). However, there was no consensus on that among the employees, possibly due to the fact that not all employees used the technologies and used to attend the sessions which used technology.

Further, the respondents agreed that wellness articles which emphasizes on corporate wellness led to a decline in the rates of illness and injuries among the employees helping them to avoid absenteeism to a great extent ($M=3.7$, $SD=0.9$). This has lead to a reduction of work overloads which could be caused by lack of enough staff. The standard deviation indicates that there was consensus among the employees on corporate wellness, perhaps because corporate wellness affects all the employees at Oserian Development Company. Lastly, the workshops which Oserian Company held was rated to a great extent ($M=4.1$) although not all ($SD=1.0$) agreed. These workshops have enabled participants to recognize conflict, evaluate its presence and bring out consensus and resolutions. These promote mental health and are able to work under pressure and manage stress in the workplace. The responses were not converging because some employees never attend the workshops and therefore see little importance of the workshops. In general majority of the staff (77.1%) at Oserian Development Company agreed that health promotion programs are effective in promoting job satisfaction.

4.5 Discussion of the findings

The study collected data from the staff working at Oserian Development Company. Majority of the respondents were young and youthful. The female respondents exceeded male respondents. Most of the respondents who took part in this study had diplomas and another considerable proportion having attained secondary school education.

The study established that Oserian Development Company has established new articles for educating employees on how to keep themselves healthy and fit. According to Roughton and James (2002), a beneficial wellness program is meant to establish increased employee productiveness. This makes them stress-free and more productive and allows them to be effective in production. However, the employees experience different types of stress thus there was no consensus in their perception on new articles. Cook, et al (2009) linked unmanaged stress to heart disease, high blood pressure, and sleep trouble which at workplace lead to inefficiency, job dissatisfaction, and absence from work for related health conditions. Offering employee assistance programs for employees who have financial troubles, excess stress, or depression symptoms could be very helpful. There are bulletin boards constructed to remind the employees of the importance of good health to the company. The company has put in place some sessions

which take care of the current and emerging issues. There was consensus on the use and the effect of bulletin boards in the company as employees held that they kept them in touch with dynamic conditions of the workplace.

The study found that Oserian Development Company has established some HIV/AIDS sessions for sensitizing and creating awareness on preventive, care and support services meant to reduce vulnerability among the employees which in turn boosts the morale of the workforce. Although other employees felt that HIV/AIDS sessions did not boost the morale of the employees because of the manner in which they are conducted. Sessions on smoking has helped to facilitate good relationship among the employees working at Oserian Development Company. However, there was no consensus on that because smoking sessions are not taken seriously by some employees. The employees enjoy technological sessions which have been provided to improve the health of the workforce and make them more healthy and productive. Some of the employees underrated the use of the technology in conducting sessions perhaps because they are not used frequently.

The study found also some wellness articles which the company has provided to the employees. The articles emphasizes on corporate wellness and the safety of the employees. This has considerably reduced rates of illness and injuries among the employees with an overall effect of absenteeism. There was consensus on corporate wellness because it affects all the employees regardless of the caliber and position. The study findings agree with the findings of Angelö (2002), that preventive and health promoting interventions reduce the rates of sickness in job places. Another study by Marmot et al. (1995) indicated that in the workplace, the physical, mental and social well-being of the employees correlate with the rate of sickness absence.

Moreover, the company has held several workshops on conflict recognition, evaluation which bring about consensus and resolutions. Goetzel et al, (2001), pointed out that certain policies, procedures and practices can be introduced into the workplace to promote certain behaviors and discourage others. Thus provision of workshops to the staff has a very great influence on the operations of an organization. However, some of the employees had divergent views on the importance of workshops because they had not gotten opportunity to attend workshops and others ignored them.

The findings on the perceived effects of workplace health promotion programs on job satisfaction at Oserian Development Company have had very important impacts on the health and satisfaction of the staff. Similar findings on the impacts of work place health programs were cited by to Roughton and James (2002), according to them the programs aim at lowering absenteeism due to health related causes, improved employee morale, low utilization of employer subsidized health benefits, enhanced group cohesion and success and a decline in turnover due to lack of job satisfaction.

The perceived effects of workplace health promotion programs on job satisfaction at Oserian Development Company have been affected by a variety of challenges. Firstly, there are some staff at Oserian Development company who lack enough education on health programs, some of the staff members ignore the program and spare no time for the sessions, there is lack of seriousness on the programs, laxity of the management, there is lack of enough funds and materials, there is no enough facilities to hold the program events and the staff attend the sessions in shifts.

CHAPTER FIVE: SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter winds up the study. The main objective of this study was to determine perception of workplace health promotion programs on job satisfaction at Oserian Development Company. This chapter presents the demographic data of the respondents such as the education level, age, gender, positions departments and work experience at Oserian Development Company. The chapter also has discussions of the study, conclusions and recommendations of the study. Lastly, there are suggestions for further areas of research.

5.2 Summary of the findings

The study established that Oserian Development Company has established some work health programmes such as the new articles for educating employees on how to keep themselves healthy and fit. There are bulletin boards constructed which serve to remind employees of the importance of good health and its benefits to the company and sessions which take care of the current and emerging issues.

The study found that some HIV/AIDS sessions at Oserian Development company meant to sensitize and create awareness on preventive, care and support services meant to reduce vulnerability among the employees which in turn boosts the morale of the workforce while sessions on smoking has helped to facilitate good relationship among the employees in the organization.

The study found that Oserian Company provided some wellness articles to the employees which emphasize on corporate wellness and safety of the staff an initiative which has greatly reduced rates of illness and injuries among the employees with an overall effect of absenteeism. Moreover, the study found that the company used to hold conflict recognition and evaluations which brought harmonious relationship and peaceful resolutions of conflicts.

Despite the above achievements of the work health programs, the work health promotion program at Oserian have faced some challenges For example there are some staff at Oserian Development company lack enough education on health programs, some ignore the program and spare no time for the sessions, lack of seriousness on the programs, there is laxity of the management to support some of the programs, there is limited funds and materials, the facilities to hold the program events are not enough.

5.4 Conclusions

The study concludes that Oserian Development Company has workplace health programs put in place to improve the health of the workers and make them more healthy and satisfied with their workplaces. The study notes that promotion health articles provided to the staff at Oserian Development Company has helped them to keep themselves healthy and fit which has reduced job stresses and increased the productivity of the employees.

The employees benefit from the bulletin boards put in place by the management of Oserian Development Company. The boards remind the employees of the management concerns of their health and increase their sense of belonging. The study has found some HIV/AIDs sessions provided at Oserian Development Company provide satisfaction to the employees as they empower them with preventive skills, care and support services which have reduced their vulnerability and boosts their morale and job satisfaction.

The study notes that smoking and technology-based sessions facilitate good relationships among the employees making them more satisfied and healthy. The company's articles on corporate wellness and safety have helped keep staff free from injuries and preventable illnesses which reduces absenteeism. The study notes that the health promotion programs suffers from several challenges such as lack of knowledge on the importance health programs, ignorance, laxity of the management, inadequate funds, materials and facilities.

5.5 Recommendations

To effectively improve the job satisfaction of the employees in an organization, there is a need to streamline the awareness, support and policies on work health programs. The study makes the following recommendations on work health programs.

Improve employer communication and education about the benefits of health promotion. As stated above, much is known but not enough is communicated about the benefits employers can realize by introducing effective health promotion programs. Innovative approaches are needed to communicate the economic costs associated with poor health and the options available to reduce health risks.

Increase funding for applied health promotion in organizations. This is to help provide the materials and facilities and training on the importance and the skills of some other health related matters.

Create an employers' health promotion resource center. A government-supported resource center would collect, develop, and disseminate objective, easy-to-use, and accessible workplace health promotion information and act as a clearinghouse for resources, tools, and expertise to support employer efforts. Employers could then judge the relative merits and cost-effectiveness of alternative health promotion models.

Promote training and capacity building that gives the public and private workforce in the area of public health the knowledge, skills, and tools to implement community health promotion approaches and principles, which may include strategies that address sustainability, program evaluation, and socio-ecological dimensions of health.

The government should establish a public-private technical advisory council. While many large employers can afford to hire expert consultants who help them structure effective programs, smaller employers often cannot. A public-private technical advisory council would draw upon the expertise of private consultants and experts in government, who would volunteer their time to support employers wishing to implement health promotion programs.

5.6 Suggestions for further research

The study collected data on the perceived effects of workplace health promotion programs on job satisfaction at Oserian Development Company. The phenomena could be different in other agencies and organizations. A similar study in other organizations is therefore suggested by the study to unearth more on the perceived effects of workplace health promotion programs on job satisfaction of the employees.

5.7 Limitations of the study

The study collected data on only one organization (Oserian Development Company). This data and information is thus limited in use since one organization cannot be a representative of the rest of the organizations. Also the study collected data on work health promotion programs and ignored the effect of such programs on other aspects of employees such as productivity, turnover rate and the relationship with the management.

REFERENCES

- Allport, G. W. (1954). *The nature of prejudice*. Reading, MA: Addison-Wesley.
- Anderson, C. R., & Paine, F. T. (1975). Managerial perceptions and strategic behavior. *Academy of Management Journal*, 18: 811–23.
- Angelöw, B. (2002), *Healthier Workplaces, Student literature*, Lund, (in Swedish).
- Ashford, S., Lee, C. & Bobko, P. (1989). Content, causes, and consequences of job insecurity: A theory-based measure and substantive test. *Academy of Management Journal*, 32: 803-829
- Barber, P. J., & Legge D. (1976). *Perception and information*. London: Methuen.
- Bartlett, F. C. (1932). *Remembering: A study in experimental and social psychology*. Cambridge, UK: Cambridge University Press.
- Berelson, B., & Steiner, G. A. (1964). *Human behavior: An inventory of scientific findings*. New York, NY: Harcourt, Brace & World.
- CBK, (2011), *World Report on employee contribution to growth and development in organizations*. Nairobi
- Cook T., and Campbell D., (2009), Impact of Work Site Health Promotion on Health Care Costs and Utilization, *Journal of Community Health*, 16, pp 99-117
- DeMuth N., Fielding J., Stunkard A., Hollander R., (1986), *Behavioral Medicine Perspective*, John Wiley and Sons, New York
- Everly, G. (1999), An introduction to occupational health psychology. In P. A. Keller & L. G. Ritt (Eds.), *Innovations in clinical practice: A source book*, Vol. 5 (pp. 331-338). Sarasota, FL: Professional Resource Exchange.

- Goetzel RZ, Guindon AM, Turshen IJ, Ozminkowski RJ.(2001). Health and Productivity Management: Establishing key performance measures, benchmarks, and best practices. *Journal of Occupational and Environmental Medicine*. 43(1):10-17.
- Goetzel RZ, Shechter D, Ozminkowski RJ, Marmet PF, Tabrizi MJ, (2007). Roemer EC. CME Promising Practices in Employer Health and Productivity Management Efforts: Findings From a Benchmarking Study. *Journal of Occupational and Environmental Medicine*.;49(2):111-130.
- Gopinath, C., & Becker, T. E. 2000. Communication, procedural justice, and employee attitudes: Relationships under conditions of divestiture. *Journal of Management*, 26(1): 63-83.
- Grawitch, M., Gottschalk, M., Munz, D. (2006), "The path to a healthy workplace. A critical review linking health workplace practices, employee well-being and organizational improvements", *Consulting Psychology Journal: Practice and Research*, Vol. 58 No.3, pp.129-47.
- Heaney CA, Goetzel RZ. (1997). A review of health-related outcomes of multi-component worksite health promotion programs. *American Journal of Health Promotion*.;11(4):290-307.
- Hernez-Broome, G., Hughes, R. (2004), "Leadership development: past, present and future", *Human Resource Planning*, Vol. 27 No.1, pp.24-32.
- Kristein M., (1982), *The Economics of Health Promotion at the Worksite*, *Health Education*, 9, pp 27-36
- Ladou, Joseph (2006), *Current Occupational & Environmental Medicine* (4th ed.). McGraw-Hill Professional. ISBN 0-07-144313-4.
- Leong, Y., (1993), "Workplace health management: what's in it for business?", *Productivity Digest*, February.
- Locke, E. and Latham, G., (1991), Self-Regulation through Goal Setting; *Organizational Behavior and Human Decision Processes*, 50:212-247

- Mberia A., (2001) Survey of the Occupational Health and Safety Programs Adopted by the Banking Industry in Kenya, Unpublished MBA Thesis, University of Nairobi
- Menckel, E., Österblom, L. (2002), *Managing Workplace Health. Sweden Meets Europe*, National Institute for Working Life, Stockholm, .
- Michael P,(2009),Definition of Health Promotion, Enhancing motivation, recognizing dynamic balance and creating opportunities, *American Journal of Health*,Septemeber,Vol24, No1,pp iv-iv
- Mugenda, O. and Mugenda, A., (2003), *Research Methods: Quantitative and Qualitative approaches*. Nairobi, Acts Press.,1 (1), 71- 83.
- ODC, (2011), Annual report, Growth and Development in Employee Motivation ,Nairobi, Kenya.
- O'Donnell M., (1994), *Health Promotion in the Workplace*, John Wiley and Sons, New York
- Public Health Agency, (2009), *Health promotion programs*: London, Kenya
- Punnett, Cherniack, Henning, et al. (2009), A Conceptual Framework for Integrating Workplace Health Promotion and Occupational Ergonomics Programs, New England Workplace, University of Massachusetts.
- Roughton, James (2002), *Developing an Effective Safety Culture: A Leadership Approach* (1st ed.). Butterworth-Heinemann. ISBN 0-7506-7411-3.
- Rudman, R. (2003), *Performance planning & review*: 2nd edition. Sydney,
- Samuel S., (1962), *Mathematical Statistics*, Wiley, Section 8.1
- Spilman M., Goetz A., Schultz J., Bellingham R., (1986), *Effects of a Corporate Health Promotion Program, Health and Industry*, 28: pp285-289
- Theorell, T., Emdad, R., Arnetz, B., Wiengarten, A., (2001), "Employee effects of an educational program for managers at an insurance company", *Psychosomatic Medicine*, Vol. 63 No.5, pp.724-33.

Thompson, E. (2012), "A Brief Index of Affective Job Satisfaction". *Group & Organization Management* 37 (3): 275–307. doi:10.1177/1059601111434201

Weiner, B. (1986), *An Attributional Theory of Motivation and Emotion*, Springer Verlag, New York

Willem, Buelens , Jonghe ,(2007),”Impact of organizational structure on nurses' job satisfaction: a Questionnaire survey”, *International Journal of Nursing Studies*, 44,pp. 1011-1020.

World Health Organization, (2005), Workplace health promotion. Benefits.

APPENDICES

Appendix I: Questionnaire

Section A: Demographic Information

1. Age
 - 18- 25 years []
 - 26- 33 years []
 - 34- 41 years []
 - Over 49 years []

2. Gender
 - Male [] Female []

3. Position held.....

4. Department Name

5. How long have you worked for your company?
 - a. Less than 1 year []
 - b. 2 – 5 years []
 - c. 5 – 10 years []
 - d. More than 10 years []

6. What is the highest education level reached?
 - Secondary level []
 - Diploma level []
 - Degree level []
 - Post graduate []
 - Masters []
 - PhD []

Section B: The Perceived Effectiveness of Workplace Health Promotion Programs on Job Satisfaction

1. To what extent do you think the following statements on health promotion programs are true? Tick appropriately using a likert scale of 5 where 5= Very great extent, 4= Great extent 3= Moderate extent and 2= Less extent and 1= No extent at all

	Very great extent	Great extent	Moderate extent	Less extent	No extent
News articles on health of employees educate the employees on how to keep fit thus reducing stress enabling them to perform their duties effectively.					
Bulletin boards on work place health programs increase the morale of employees since they feel that the employer cares of their health.					
Current and emerging issues sessions, enable employees to keep in touch with major happenings in the world thus coping with the dynamic working conditions of the workplace.					
HIV/AIDS sensitization sessions in the workplace create awareness among the workforce on preventive, care & support services, thereby reducing the vulnerability amongst the employees thus increasing their morale in the workplace.					
Smoking cessation sessions educate workers on the risks of smoking and effects of smoking to the other workers thus facilitating a cordial relationship among the employees.					

Technology use sessions on improvement of the health of the employees' easiness the task of the employees of being healthy in the workplace thus making the working conditions more effective.					
Wellness articles emphasize the benefits of corporate wellness and lead to a reduction in the rates of illness and injuries among employees thus reducing overwork due to lack of enough staff.					
Workshops enable participants to learn how to recognize conflict, evaluate its presence, and work within its framework to bring about consensus, resolution, and win/win solutions and promote mental health thus they are able to work under pressure and manage stress in the workplace.					

8. Do you think the available health promotion programs are effective in promoting job satisfaction?

Yes [] No []

9. What are the challenges experienced in your company in the implementation of health promotion programs?

.....

10. What recommendations would you make concerning health promotion programs in your company?

.....

Thank you for your time.