EFFECTS OF HUMAN RESOURCE MANAGEMENT PRACTICES AND KFC CODE IMPLEMENTATION ON WORKERS' WELFARE ON CUT-FLOWER FIRMS: CASE OF THIKA DISTRICT

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Effects of human resource management

OCTOBER, 2008
DECLARATION

This research project is my original work and has not been presented for any of the study program in any university

MWANIKI ZIPPORAH WAITHIRA DATE
D53/ CE/ 11989/ 2004

This project report has been submitted for review with my approval as University supervisor.

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Chairperson
Department of Business Administration, Kenyatta University
DEDICATION

To my late father, Bedan Mwaniki,
Who sacrificed his time and resources to make me what I am today

To my mother Anne Mwaniki
For her counsel, moral and financial support, patience and encouragement throughout
the study period

To my son, Dennis Mwaniki
Who missed his motherly love in his early days

And for his patience during the many times I was away in pursue of this course
ACKNOWLEDGEMENTS

While writing this study, I enjoyed a lot of support, co-operation and contributions from my supervisor Mr. D. K. Ngaba, Department of Business Administration, Kenyatta University. I am deeply indebted to him for offering me useful pieces of advice coupled with immense encouragement. His tolerance and patience during our discussion helped me a lot when writing this project that saw its completion. I have no reservations about my lecturers who taught me coursework, all of Department Business Administration. I indeed enjoyed their lectures.

I sincerely thank and appreciate my respondents for providing me with the required information without which this work would not have been completed. These included Gatoka Limited, Laureen International, Redlands Roses, Zena Roses and Ever Flora, Thika District, the locality in which I carried out my research.

I owe many thanks to my mother Mrs. Anne Mwaniki for her financial support. It was a great boost to the successful completion of this study. You stood by me and showed valuable support. I thank my brothers George and Allan for their support and encouragement. I am indebted to my son Dennis for his patience during the many times I was away from home. Sincere thanks go to all my family members who remained an incredible source of support that I turned to for inspiration and assistance in innumerable ways.

Deep appreciation also goes to all my colleagues of Kimandi Secondary School, Gatanga Division. Special thanks go to Mr. Kiguru E. G. for his unwavering support throughout the entire study period. He was in many ways supportive during the entire period of the study. He willingly took on some of my duties so that I would be away.

Finally, I thank all the people who assisted me in one way or the other towards the successful completion of my study.
ABSTRACT

The study aimed at analyzing the effect of Human Resource Practices and KFC code implementation on employees within the cut-flower firms. The objectives of the study were to determine the status of human resource practices within the cut-flower firms after KFC code implementation; to find out whether the working conditions of workers have improved due to the new code implementation; and, to find out what more need to be done to enhance proper management of human resources in the cut-flower firms. The study was exploratory research since it was studying many variables and their relationships in order to further the researcher’s understanding of the phenomena. The researcher adopted both the qualitative and quantitative research design. The study population consisted of 19 cut-flower farms. A complete list of these firms was obtained from the County Council of Thika, Permit Office which had a total of 19 registered cut-flower firms by November 2007. The nineteen firms were the target population. The study used both simple random sampling and stratified random sampling to arrive at the study sample. Simple random sampling was used to select 5 out of 19 cut-flower firms. From the selected firms, employees were then sampled out using stratified random sampling. They were categorized in respect to gender and terms of employment. Data were collected by the use of a questionnaire. Questions included both open ended and closed ended questions. The questionnaires were delivered to the specific respondents with assistance of two research assistants for three weeks to give all the respondents enough time to go through the questionnaires and answer the questions. This period of time also allowed the researcher to go back to the potential respondents who had not yet responded. The data collected were analyzed using descriptive statistics - mean, mode, frequencies and percentages with the aid of Statistical Package for Social Sciences (SPSS). The
nominal data were analyzed using qualitative approach where detailed descriptions were given. The study established that Kenya Flower Council code has not been fully implemented in cut-flower firms in Thika District. As a result of this, the working conditions in these firms are poor especially in relation to provision of protective clothing, employee harassment, unfair dismissals and provision of safe and reliable mode of transport for employees. The main goal of the introduction of the KFC code was to safeguard the working conditions and welfare of workers in cut-flower firms. Employees still feel that more can be done to improve their working conditions, giving rise to the recommendations that follow. Therefore, the researcher recommends that the Government should ensure that there is a government body - Common Code for all cut-flower growers. The Common Code will ensure that there is harmonization in the work conditions in cut-flower firms; the management of cut-flower firms should enhance the social welfare of its workers in terms of better remuneration, ensuring good health and safety, and job security of the worker; and, the employees should be given opportunity for further training and career development in order for them to fit even in other industries and also be able to cope with new changes in technology.
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<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AA/EEO</td>
<td>Affirmative Action/Equal Employment Opportunity</td>
</tr>
<tr>
<td>A.C.A.S.</td>
<td>The Advisory, Conciliation and Arbitration Services</td>
</tr>
<tr>
<td>E.T.I.</td>
<td>Ethical Trade Initiatives</td>
</tr>
<tr>
<td>E.U.</td>
<td>European Union</td>
</tr>
<tr>
<td>F.P.E.A.K.</td>
<td>Fresh Produce Exporters Association of Kenya</td>
</tr>
<tr>
<td>H.C.D.A.</td>
<td>Horticultural Crop Development Authority</td>
</tr>
<tr>
<td>H.R.M.</td>
<td>Human Resource Management</td>
</tr>
<tr>
<td>HPWS</td>
<td>High Performance Work Systems</td>
</tr>
<tr>
<td>H.T.P.</td>
<td>Horticultural Trade Policy</td>
</tr>
<tr>
<td>I.L.O.</td>
<td>International Labour Organization</td>
</tr>
<tr>
<td>K.F.C.</td>
<td>Kenya Flower Council</td>
</tr>
<tr>
<td>K.H.R.C</td>
<td>Kenya Human Rights Commission</td>
</tr>
<tr>
<td>M.B.O.</td>
<td>Management by Objectives</td>
</tr>
<tr>
<td>SHRM</td>
<td>Strategic Human Resource Management</td>
</tr>
<tr>
<td>UK</td>
<td>United Kingdom</td>
</tr>
<tr>
<td>W.T.O.</td>
<td>World Health Organization</td>
</tr>
<tr>
<td>WWW</td>
<td>Women Working World Wide</td>
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CHAPTER ONE
BACKGROUND OF THE STUDY

1.0 Background of the Study

One way that Kenya has attempted to reduce poverty and achieve higher rates of growth is by diversifying its export portfolio away from primary commodities (tea, coffee, tourism) into non-traditional exports with the most promising market trends. The export horticulture industry has become one of the most dynamic expressions of these agricultural diversification efforts. It fits well with the donor support of labour intensive trade. This sector is widely promoted to provide greater opportunities for employment and self employment, particularly for women (Opondo, 2001).

Horticulture is the production of fruits, vegetables and cut flowers where Kenya produces a variety of them. Vegetables and fruits are grown for both home consumption and for sale as a source of income while cut-flowers are only cultivated to be sold (Dijkstra & Magori, 1992). The importance of the horticultural industry to the economy has been recognized by the government of Kenya as a source of food, source of income, providing employment opportunities and as a foreign exchange earner. According to the 1989-1993, National Development Plan, horticultural industry should be one of the major industries to be promoted (Government of Kenya, 1989).

The industry has become a major part of the Kenyan economy, out pacing coffee and tourism industries which has brought new employment opportunities to the unemployed more so the women who comprises the majority of workers- between 65%-75% of the workers in the industry (Opondo et al. 2001). The industry is
estimated to provide employment to 2,000,000 Kenyans directly, 80% of them being small scale farmers (Daily Nation, 2007).

The table below illustrates the upward trend in production of fresh horticultural exports from the year 2002-2006 hence continued increase in the foreign exchange earning (Economic Survey, 2007).

Table 1.1 Quantity in ‘Million Thousands’ Tonnes

<table>
<thead>
<tr>
<th>Commodity/Year</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coffee</td>
<td>45.5</td>
<td>61.2</td>
<td>49.9</td>
<td>47.7</td>
<td>50.5</td>
</tr>
<tr>
<td>Tea</td>
<td>287.1</td>
<td>293.7</td>
<td>324.6</td>
<td>328.5</td>
<td>310.6</td>
</tr>
<tr>
<td>Fresh horticultural exports</td>
<td>121.1</td>
<td>133.2</td>
<td>145.6</td>
<td>163.2</td>
<td>163.2</td>
</tr>
</tbody>
</table>


Cut-flower farming started as a humble cottage industry and underwent a significant transformation in 1969 when a Danish Company, Dansk Chrysanthemum and Kultur (DCK) undertook a large scale investment on a 6000 hectares estate in Kenya’s Eastern province. Dansk Chrysanthemum and Kultur expanded its operations in the 1970’s but it collapsed. However, many of its employees played a major role in the subsequent flower companies with the experience they had gained with DCK (Chris, 2001).

A tremendous diversity in terms of firm sizes, variety of produce, and geographical area of production characterize this sector. In terms of firm sizes, they range from large scale estates with substantial investments in irrigation and high level use of inputs, hired labour and skilled management as opposed to small scale firms usually under one acre. Majority of small scale farmers produce rain fed horticultural crops. The major flower varieties grown and exported from Kenya are Roses, Carnations.
Statice, Carthhumas, Arabicum, Trerizia, among others (HCDA, 2000). The main markets for cut flowers from Kenya are European Union in particular Germany, Netherlands, United Kingdom, Italy, Sweden, Switzerland, and France (Ibid :).

The countries legal frame work in regard to horticulture is handled by both the government ministries and their relevant agencies such as Ministry of Agriculture, Ministry of Trade and Industry, Horticultural Crop Development Authority (HCDA) as well as adhering to international rules such as the legal framework of trade bodies like the World Trade Organization (WTO) and the European Union (EU) (Opondo, 2003). Given its labour intensive nature, its success will highly depend on its human resources. People management is critical to business performance. It is much more important than an emphasis on quality, technology, competitive strategy or research and development in terms of influence on bottom line. They are however the most neglected, (Redman & Wilkinson, 2006).

Human Resource Management is a resource centred activity directed mainly at management needs for human resources to be provided and deployed. It has the idea that people have a right to be treated as dignified human beings while at work. They are only effective as employees when their job-related personal needs are met, within a context of efficient management and a mutually respectful working relationship (Torrington, 1998). It is that part of management concerned with people at work and with their relationships within an enterprise. It’s aim is to bring together and develop into an effective organization the men and women who make up an enterprise and having regard for the well being of the individual and of working groups, to enable them to make their best contribution to its success (Pratt & Bennett, 1990).

The human resource practices include; recruitment, selection, training and development, performance appraisal, compensation and labour relations. When these
practices are properly carried out, the human resources become more motivated and are thus more productive (Torrington, 2005). Thus, for the horticultural industry to continue growing there must be proper management of its human resources. People have a right to considerate treatment while at work, and they will be effective when their personal career and competence needs are met within a context of efficient management and a mutually respective working relationship (Torrington, 1998).

The nature of Human Resource Management is changing with adoption of new employment laws. The late 1990's have been characterized by central intervention and government taking a closer interest in the world of work place. This is evidenced by legislations such as minimum wage act and the major restoration of trade union rights through the Employment Relations Act, 1999 (Cheatle, 2001). It is of major interest to the government, employees, civil society and public at large how firms in the horticultural industry treat their employees and whether they comply with the employment laws, the problems that are faced by workers in these firms, how these affect their performance and the possible solutions to these problems.

There has been increased attention to the industry's social and environmental impact. Driven by various concerns of consumers, retailers, auctions, European regulators and civil society organizations, flower growers have to comply with a number of codes of conduct developed by their major market brokers, international organizations, national industry associations and multi-stake partnerships. These codes are part of global increase in non-governmental regulations, but they make reference to both Kenyan labour and health and safety law and the core conventions of the international labour organization (ILO) (Damiano, 2002).

Horticultural Trade Policy (HTP) in Kenya is mainly driven by private sector (growers and exporters) interests and government pursuit of foreign exchange. The
policy measures are geared towards enhancing market infrastructure, establishing improved network of price information and strengthening the Horticultural Crops Development Authority. Issues concerning workers labour rights and participation are not covered in the Horticultural Trade Policy, yet they are necessary stakeholders in the industry (Damiano, 2002).

A lot of research has been done on production and marketing of horticultural produce in Kenya by the Ministry of Planning and National Development (MPND) in Nairobi, Kenya and the African Studies Centre (ASC) in Leiden, Netherlands, but little has been done on the working conditions of the worker. However, the social conditions in the cut flower industry have attracted the attention of many both at the local and global levels such as the Kenya Human Rights Commission (KHRC), Ethical Trading Initiatives (ETI) of the UK, Women Working Worldwide (WWW), and Kenya Women Workers Organization (KWWO) (Opondo, 2001).

Various studies have been carried out in relation to the horticultural industry in particular, the cut-flower industry. A research carried out by Opondo, et al. (2001), Dolan, et al. (2003), accused cut flower industry with poor labour practices and environmentally damaging production practices. They found out that, women in particular face difficult working conditions due to their predominance in the most labour intensive aspects of production, where long working hours and insecure employment are common.

A conference held in Nairobi by Non-Government Organizations (NGO's) led by Kenya Human Rights Commission (KHRC) accused cut flower industry of human rights abuse (Daily Nation, 2006). The industry was accused of paying very low wages- as little as Kshs. 70 a day, workers are housed in overcrowded facilities; they are dismissed at will, handle dangerous chemicals without proper protective
equipment and are denied social benefits. The same was reported by Kenya Women
Workers Organization (KWWO), to the East African newspaper with cases of sexual
harassment, unpaid overtime, and lack of maternity leave in a research carried out
between September and December, 2005 (The East African, 2006).

Opondo (2003), further suggested that, the Horticultural Trade Policy (HTP), did not
include the civil society organizations yet they have the potential of bringing worker's
concerns to the forefront. The implementation of trade reforms in the first half of
1990 has brought with it a number of problems to the employees in Kenya. For
instance, the stiff competition has made it difficult for the Kenyan industries to sustain
high levels of employment and thus many workers are laid off increasing the number
of the unemployed, hence, increased bargaining power of the employers (Damiano,
2002). There has also been liberalization of labour market in Kenya where the
government has allowed trade unions to seek full compensation for price increases
without hindrance through wage guidelines (Republic of Kenya, 1995). This has made
it increasingly important for the employees to join and form unions of their own.

Damiano (2002) further suggested that, the amendment of the redundancy laws in
1994 allows firms to discharge easily the redundant workers. Employers can
nowadays declare workers redundant without having to seek approval from the
minister for labour but only notify regional or district labour office (Republic of
Kenya, 1995). This has increasingly posed a problem to the employees in the cut
flower industry since they were being dismissed at will.

Most of the workers in the flower industry are casuals due to the seasonal nature of
the industry (Dolan and Humphrey, 2000). Thus the workman's compensation Act
Cap 236 (Government of Kenya, 1984) is flouted with impunity, denying casual
workers the chance to become permanent employees entitled to compensation in case
of death, incapacitation, injury at work, occupational diseases and terminal benefits (World Bank, 2002). Issues related to poor human resource practices have been numerously cited as including: employment insecurity, poor compensation, poor health and safety measures, ineffective promotion systems, sexual harassment on women, and lack of proper complains procedure among others (Daily Nation, 2007).

In effect, the plight of the workers in the horticultural firms has attracted many, such as the Kenya Human Rights Commission, (KHRC), the civil society, Government Initiatives and Non-Governmental Organizations. As a result, the Kenya Flower Council, (KFC) has developed new codes that have to be followed by the employers in the Horticultural industry concerning the worker (Sunday Nation, 2004).

1.1 Statement of the Problem

Many organizations have currently undergone profound structural and cultural changes due to intense competition and pressures to reduce costs (Cowling & Mailer, 1998). The horticultural industry has not been spared either. Due to the concerns by the Kenya Human Rights Commission (KHRC), the civil society and Non-Governmental Organizations (NGO’s), about the poor treatment of workers in the cut-flower firms, the Kenya Flower Council (KFC), launched a new code of conduct (Sunday Nation, 2004) whose main agenda was to ensure that workers rights are respected.

The new codes include: gender equity and measures against harassment, formation of gender and equity committee, more women in management positions, protective clothing, and safe transport among others. These new codes have been put in place to help solve some of the problems that the workers have been reported complaining of such as employment insecurity, poor compensation, poor health and safety measures,
ineffective promotion systems, lack of representation and lack of proper complaints procedure. Now that a code has been developed to guide employers in the cut-flower industry in regard to the workers, the researcher sought to find out whether it is being followed to the letter to improve the conditions of work in the industry.

1.2 Objectives of the Study

The general objective of the study was to analyze the Human Resource Practices within the cut-flower firms after the KFC code implementation. The specific objectives of the study were:

(i) To determine the status of human resource practices within the cut-flower firms after KFC code implementation.

(ii) To find out whether the working conditions of workers have improved due to the new code implementation.

(iii) To find out what more need to be done to enhance proper management of human resources in the cut-flower firms.

1.3 Research Questions

(i) What is the status of human resource practices within the cut-flower firms after the KFC code implementation?

(ii) Has the working conditions of the worker improved in the cut-flower firms due to the new code implementation?

(iii) What more need to be done to enhance proper management of human resources in the cut-flower firms?

1.4 Significance of the Study

The research will assist the managers of these industries to know what improvements they need to make in managing their human resources in order to have a more
satisfied workforce for better productivity. The research will also help other academicians in using the information here in for their research and also to research on the gap that has not been filled. The research hopes to provide features that can be implemented to have more satisfied work-force in order to reduce the high rate of industrial strikes.

1.5 Scope of the Study

There are many firms in the horticultural industry in Kenya dealing with fruits, vegetables and cut flowers and they operate on small, medium and large scale. However, this research project specifically targeted large scale cut-flower firms in Thika District in Kenya due to its proximity to the researcher. Cut flower firms are chosen because most of them operate on large scale and also they are the once that apply the KFC code. The research targeted employees who work non-managerial positions since they are the once who would reported the way things are in their respective firms.

1.6 Limitations of the Study

The scope was only limited to large scale horticultural firms. This was because the small scale horticultural firms do not have an established human resources department and they deal with casual labour only engaged occasionally. The study was limited to only the cut-flower firms since most of them operate in large-scale while most of the fruit and vegetable farmers operate in small-scale. The study also covered only the selected cut-flower firms because covering all of them brought about redundancy of data.
2.0 Empirical Literature Review

In a research done by Dolan and Humphrey (2000), on cut flower industry, flexible labour is used in the industry due to seasonal nature of the industry in which large numbers of workers are required for planting, picking, and packing at certain points of the year. He also found out that, there is gender segregation of job categories where there are jobs that are better done by women than men. As a result, there are wage differences among the males and females.

In a research by VIDEA (Victoria International Development Education Association) (2001), on cut-flower industry, many flower workers are landless peasants who migrate to other parts of the country to work in the flower industry. As a result, they lack ability to defend themselves from abuse. In their report, they talked of flower workers experiencing physical and emotional problems related to their jobs. They are subject to drastic temperature changes, a polluted environment, a heavy workload and physiological stress.

Principles and practices of business ethics are increasingly permeating the workings of the world economy (Reed, 1999). Media exposure to working conditions in developing countries along with campaigns for fairer trade launched by Non-Governmental Organizations (NGO’s) has led to the growing public awareness of ethical trading issues. This has led to manufacturers and retailers to organize supply chains that are neither damaging to the environment nor to worker welfare (Blowfield, 1999).
It is controversial however, that labour standards are negotiated and established through ethical trading programs which involve voluntary codes of conduct for translational supply chains (Hughes, 2001). It is also controversial that most of these codes of conduct are established in the 'North' and imposed in the 'South' despite their prime purpose to represent and serve the interests of southern workers (Hale, 2000).

Campaigns by workers and environmental lobbyists have led to the Kenya Flower council, (KFC) establishing the KFC Gold Standard, which has the highest and most stringent of certification process where firms qualifying for it must prove compliance to among others, ensuring the health and safety of workers (Daily Nation, 2006). However, while the mentalities of stake holding are evident in the strategies of Kenya Flower Council, KFC, they do not always translate immediately into acceptable labour conditions on the ground (Hughes, 2001).

2.1 The KFC Code of Practice

Close links with European buyers, the sensitivity of Kenya’s natural environment, the strength of the Kenyan conservation movement and the lack of comprehensive and enforceable national legislation have meant that Kenya has one of the most codified industries in the world (Chris, 2001). In order to resist pressure to comply with European flower industry codes of practice (Dutch MPS code), the flower growers have created their own internationally recognized social and environmental standards namely, Kenya Flower Council (KFC code) and Fresh Produce Exporters Association of Kenya (FPEAK Code) (ibid.).

There are two levels of code compliance offered by Kenya Flower Council. These include: The Silver Standard which covers worker terms and condition, health and
safety and environmental responsibilities and Gold Standard which concentrates on achieving much standards of environmental performance. On the social side, the Silver Standards adhere to International Labour Organization (ILO) conventions and Kenyan employment laws (ibid).

It has provisions on wages and benefits, working hours and over time, statutory deductions, annual, sick and maternity leaves, non-discrimination policies, compensation on injuries while at work, health and safety policies, allowances, workers unions and grievance procedure. All companies are required to follow the regulations of wages and conditions of employment Act (Conditions of Wages and Conditions of Employment Act- ROWA).

2.2 Human Resources

In an organization, there are various resources including financial, physical, technological, and human resources which can be managed to good effect. Human resources are composed of individuals working for an organization, employed these days on a variety of contracts; some as core long-term staff, some as temporally staff, and some as contracted staff but collectively making up the most important of an organization’s resources (cowling and mailer, 1998). However, unlike other resources, human resources have their own needs and expectations which may not be consistent with those of the organization. They are also becoming more demanding both as individuals and collectively on what they see acceptable treatment by their employers (Armstrong, 1992).

Loosemore, et al., (2003) further suggests that people have their own needs that must be met and idiosyncrasies which must be managed especially for low tech, labour intensive organizations (like horticultural industry) if they are to contribute to
organization's growth and development. Human resources are considered to be the most valuable assets in the organization as they are the only resource that can put the other resources (financial, physical and technological) into good use.

Reed, (2001) suggested that, the only differentiating factor between firms is people and the quality of their decisions and response despite the fact that they are the most difficult and alien territory. Mullins, (1999) concurs with this and further suggests that, people are individuals who bring their own perspectives, values and attributes to organizational life and when managed effectively, these human traits can bring considerable benefits to organizations. He further suggested that, when human resources are managed poorly, they have the potential to severely limit organizational growth and threaten the viability of a business. It is therefore evident that there is need for proper management of human resources for improved productivity and thus the need to find out how firms manage their human resources.

2.3 Human Resource Management (HRM)


Many organizations have currently undergone profound structural and cultural changes due to intense competition and pressures to reduce costs which have forced many organizations to result to downsizing, delayering and decentralization. There
has also been a drive for a transformation in the quality of production and improved customer service which has led to the recognition by firms the importance of front line staff and the need for their continuous improvement (Cowling & Mailer, 1998; Wilkinson, 2004).

There have also been changes in the workforce such as increased educational levels thus increased demands in compensation; increased knowledge workers due to media exposure hence workers becoming more critical; increased female workers in the labour force; and workers becoming more cynical towards work (Schuster, 1985; Russell, 1998). The changes that have taken place in the nature of work are demanding new Human Resource Management strategies and practices, hence increased importance of Human Resource Management (Wilkinson & Redman, 2006).

2.4 Human Resource Management Practices.

According to Russel & Bernadin (1998), Human Resource Management practices should be the mechanisms used to focus people's attention on the major strategic issues in the organization. He further suggested that, Human Resource Management practices should be altered to achieve consistency with the strategic goals. Studies done by Schuler and Jackson (1987), on line managers and human resource managers about job knowledge, careers, performance appraisal and compensation, revealed that, human resource practices varies according to the strategies pursued by the organization which according to porter (1985), are; cost leadership strategies, differentiation strategies, and focus strategy. The human resource practices include:
2.4.1 Recruitment

This is searching for and obtaining potential job candidates in sufficient numbers and quality so that the organization can select the most appropriate people to fill its job’s needs (Dowling & Schuler, 1990; cited in Beardwell & Holden, 1994). It aims at attraction and retention of the interest of the suitable applicants, and the projection of a positive image of the organization to those who come into contact with it.

Recruitment may be done from within the organization, through; computerized record systems, job posting and bidding; and recall from layoff or from outside the organization through advertisements, public employment agencies; private employment agencies; search firms; educational institutions; employee referrals; unsolicited applications; professional organizations or labour unions (Chruden and Sherman, 1984); E-recruitment (Torrington et al, 2005).

2.4.2 Selection

The recruitment process yields a number of applications whose qualifications must be assessed against the requirements of one or more jobs in the organization (Sherman & Chruden, 1984). The objective of Human Resource selection is to obtain employees who are likely to meet the defined standards of performance (Schuster, 1985). The costs of poor selection in the very competitive market has made selection to become increasingly important and has promoted greater attention to the applicants’ perspective and increasing use of technology in selection (Torrington, et al, 2005). They further suggested that the Equal opportunity legislation has promoted the need for well validated selection procedures, so that selection process discriminates fairly.
The selection methods include: interviewing, self assessment and peer assessment, testing, group methods, assessment centres and work simulations, application forms/bio data references, and presentations (Torrington et al., 2005; Beardwell & Holden, 1994; Sherman and Chruden, 1984).

2.4.3 Training and Development

Man power services commission (1981), defines training as a planned process to modify attitude, knowledge and skill behaviour through learning experience to achieve effective performance in an activity or a range of activities. Its purpose in a work situation is to develop the work abilities of the individual and to satisfy the current and the future needs of the organization (Beardwell & Holden, 1994).

Training of human resources start from their orientation and continuing throughout their employment within the organization (Sherman and Chruden, 1984). However, in a recent survey by Rain bird and Maguire (1993), cited in Beardwell & Holden (1994), training was for the organizational rather than individual development, hence many employees would not regard the training they receive as training at all since it does not impart transferable skills nor does it contribute to personal and educational development. Need for training has been necessitated by overseas competition, technological advancements, culture change and need for quality.

Training may be on the job training which includes; sitting by learning by doing, mentoring, shadowing and job rotation or off the job training, workshops, case studies, role play, simulations, interactive computer learning packages, video and audio tapes and problem solving (Beardwell & Holden, 1994).
2.4.4 Performance Appraisal

Performance appraisal is one way of giving employees feedback about their performance at work (Hook & Foot, 2002). According to ACAS (2001), appraisals regularly record an assessment of employee's performance, potential and development needs. Appraisal is a way of systematically developing individuals to make sure their contribution is maximized, they are fulfilled in the job and have the skills required in developing their role to aid retention (Cheatle, 2001).

Performance appraisal is becoming increasingly important due to the new demands for performance accountability and the AA/EEO decisions have been made essential for employers to have accurate objective records of employee performance in order to defend themselves against possible charges of discrimination in connection to personnel actions as discharges, promotions, salary increases among others (Sherman and Chruden, 1984). There are various methods used. These include; rating scale method, essay, Management by Objectives, check list, work standards, ranking, critical incident and assessment centres (Sherman and Chruden, 1984).

2.4.5 Compensation and Security

Compensation is the process of rewarding employees for working for the organisation. Pay is a major contribution in human resource management because it provides employees with a tangible reward for their services as well as a source of recognition and livelihood (Sherman and Chruden, 1984). According to Sherman and Chruden, (1984), a sound compensation program is essential in order that pay may serve to motivate employee production. They further suggested that, employees should be provided with health services; physical fitness programs and health bonuses; and counselling services.
2.4.6 Employee and Labour Relations

Employee relations are concerned with management of good employee relations within the organization. It consists of all those areas of human resource management that involve relationships with the employees directly and/or through collective agreements where trade unions are recognized (Armstrong, 2003). It is concerned with management of good employee relations within the organizations. It encompasses the management of discipline, grievance, consultation and negotiation issues including relationships with trade unions (Sherman and Chruden, 1984).

Employee relations policies covers areas like; trade union recognition (whether they should be recognized or de-recognized, and which unions the organization will prefer to work with), collective bargaining (the extent to which it should be centralized or decentralized and the scope of the areas to be covered), employee relations procedures (the nature and scope of procedures for redundancy, grievance handling and discipline), participation and involvement (the extent to which the organization is prepared to give employees a voice on matters that concern them), employment relationship (the extent to which terms and conditions of employment should be governed by collective bargaining agreements or based on individual terms of employment) and harmonization of terms and conditions of employment for staff and manual workers and working arrangements (Torrington, 2005).

2.4.7 Health, Safety and Welfare

Health and safety programs are concerned with protecting employees and other people affected by what the firm produces and does, against hazards arising from their employment or their links with the firm. Occupational health programmes deal with the prevention of ill health arising from working conditions and safety programmes
deals with the prevention of accidents and with minimizing the resulting loss or damage to persons and property (Torrington, 2005).

The achievement of highest standards of health and safety in the work place is important because the elimination or minimization of health hazards and risks is the moral and the legal responsibility of employers. Close and continuous attention to health and safety is also important because ill-health and injuries inflicted by systems of work on conditions of work cause suffering and loss to individuals and their dependents. In addition, accidents and absence through ill-health or injuries result in losses and damage for the organization. Welfare services on the other hand are provided for matters concerning employees which are not immediately connected with their jobs (Torrington, 2005).

2.5 Human Resource Management Practices and Performance

Studies by various scholars among them Patterson et al. (1997), Guest et al. (2000, 2003), Huselid, (1995), McDuffie, (1995), cited in Marchington & Wilkinson (2006), revealed the idea that a particular bundle of human resource practices has the potential to contribute to improved employee attitudes and behaviours, lower levels of absenteeism and labour turnover and higher levels of productivity, quality and customer service.

The bundles of human resource practices are also referred to as High Performance Work Systems (HPWS), high commitment HRM, or high involvement HRM. The scholars further argued that, the bundles of HR practices have the potential to bring about improved organizational performance for all organizations (Marchington & Wilkinson, 2005). Beardwell & Holden (2004) concurred with this and suggested that particular combinations of Human Resource Management practices especially where
they are refined and modified give quantifiable improvements in organizational performance. According to Peters and Waterman, cited in Marchington & Wilkinson (2005), attention to employees through effective HRM practices is one of the main factors behind productivity.

However, it is difficult to generalize conclusions from these studies since; there are differences in the nature and type of human resource practices examined; the practices developed for each of these practices; the measures of performance used; the sectors in which the studies have taken place; the methods of data collection and the respondents from whom information have been sought (Ibid). West et al. (2002), in his study on NHS, UK, reported that practices associated with high performance work systems (HPWS) particularly the extent and sophistication of appraisal systems; the extent of team working and quality and sophistication of training were associated with lower patient mortality.

Ichniowski et al. (1996), in their review, further noted that individual work practices have no effect on economic performance but the adoption of a more coherent and integrated system; innovative practices including extensive recruitment and careful selection, flexible job definitions and problem solving teams, gain sharing type compensation plans, employment security and extensive labour management and communication substantially improved productivity and quality outcomes. Piece meal-take up of human resource practices have made many managements to miss out on the benefits to be gained from a more integrated approach (Marchington & Wilkinson (2005).

In conclusion, the best practice HRM has the potential to have a positive impact on all organizations irrespective of the sector, size or country.
2.6 Strategic Human Resource Management


Mabey et al. (1998) suggested that, organizations need to adopt a more strategic approach to the management of people. He further suggested that the strategic approach embraces; regarding people as a strategic resource for achieving competitive advantage, use of planning, a coherent approach to employment policies and practices with business strategies, and action on employment issues at the most senior management levels. McCourt & Eldridge (2003) concurred with this and suggested that organizations need to adopt strategic HRM which he says is a way for organizations to realize its strategic objectives through managing its staff effectively. Organizations should therefore articulate their human resource strategy in the context of their overall strategy, (Fombrun, 1984; cited in McCourt & Eldridge, 2003).

2.7 Determinants of Human Resource Practices

The theory of institutionalism which has recently evolved will help us in the understanding the determinants of human resource practices (Scott, 1987). According to him, Institutionalism is the social process by which individuals come to accept a shared definition of social reality, conceptions whose validity is seen as independent of the actor's own views or actions but is taken for granted as defining the way things
are' and/or the way things are to be done. The basic thesis of institutional approaches is that many structures, programmes, and practices in organizations attain legitimacy through the social construction of reality. In institutional theory, rationally-derived organizational structures and practices may only appear to be so and structures may serve some functional goal, although they had not been designed for that particular purpose. Scott (1987) discussed a number of ways that organizational structures can become institutionalized. Although his focus was on the institutionalization of organizational structures, similar processes operate with regard to organizational practices. Discussed below are a few of these institutional influences, and examples of how these processes may influence HR practices.

First, according to Scott (1987), certain practices can be imposed coercively, as in the case of governments mandating laws or companies mandating changes in an acquired subsidiary. The employment practices that have evolved in response to Equal Employment Opportunity regulations serve as one example of how HRM practices have been imposed by external agents. Similarly, minimum wage legislation directly influences the pay practices of organizations. In the absence of these regulatory guidelines, one could easily hypothesize that HRM practices would differ substantially from the present state.

Second, practices can be authorized or legitimized through an organization voluntarily seeking approval of a super ordinate entity, as in the case of organizations seeking accreditation from outside agencies. Many affirmative action practices in organizations stem from a desire to appear socially responsible to various civil rights groups. Similarly, a form of employment accreditation has evolved through the administration and dissemination of surveys of the "best" companies to work for. The
desire of organizations to appear "accredited" by these surveys can affect the HRM practices regardless of the effectiveness or efficiency of those practices.

Third, practices can be induced through outside agents providing rewards to organizations that conform to the wishes of the agent. For example, the best performing company Award, which is offered to companies who exhibit the highest levels of product quality, has created a justification for a number of new quality programs in American corporations.

Fourth, practices can be acquired through one organization modelling its practices based on practices of other organizations as a means of appearing legitimate or up-to-date. Quality circles are an example of a practice that was deemed to be effective in Japanese organizations and then saw tremendous growth in U.S. companies, in spite of the fact that these programs were only occasionally successful (Lawler & Mohrman, 1987).

Fifth, organization practices can be institutionalized through an imprinting process whereby the practices adopted at the beginning of the organization's history remain embedded in the organization. This is an example of organizational inertia, whereby the practices that exist originally are unlikely to be changed in the absence of some compelling need. Eisenhardt (1988) argued that, the age of department stores affected their choice of whether to use salaries or commission among retail stores due to the types of practices that were deemed to be acceptable at the time of the store's creation. She found that age was related to the use of salaries, such that newer stores were more likely to use salaries.

Implications of the institutional perspective for SHRM are important. The institutional perspective notes the fact that not everything that happens is necessarily intended and
that not all outcomes are the result of conscious decision processes. Thus, it focuses on the fact that not all HRM practices are the result of rational decision making based on an organization's strategic goals. In fact, many HRM practices may be the result of social construction processes whereby external entities influence the creation and implementation of practices that come to attain a mythical sense of legitimacy.

### 2.8 Conceptual Framework

The following conceptual framework shows the various human resource management practices and KFC code which are the independent variables and the dependent variable which is the workers welfare.

**Figure 2.1 Human Resource Practises and KFC Code of Practice**

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Selection</td>
<td></td>
</tr>
<tr>
<td>• Recruitment</td>
<td></td>
</tr>
<tr>
<td>• Training and Development</td>
<td></td>
</tr>
<tr>
<td>• Job Security</td>
<td></td>
</tr>
<tr>
<td>• Performance Appraisal</td>
<td></td>
</tr>
<tr>
<td>• Compensation</td>
<td></td>
</tr>
<tr>
<td>• Health and Safety</td>
<td></td>
</tr>
<tr>
<td>KFC Code</td>
<td></td>
</tr>
<tr>
<td>• Gender equity and measures against harassment</td>
<td></td>
</tr>
<tr>
<td>• More women in management positions</td>
<td></td>
</tr>
<tr>
<td>• Protective clothing</td>
<td></td>
</tr>
<tr>
<td>• Safe transport</td>
<td></td>
</tr>
</tbody>
</table>

**Source:** Researcher’s own (2008)

Proper management of human resources and KFC code would result to improved workers welfare.
3.0 Introduction

This chapter elaborates on the way the research was carried out. It consists of five sections: research design, study population, sampling strategy and sample size, data collection tools, and data analysis.

3.1 Research Design

This study is exploratory research since it is studying many variables and their relationships in order to further the researchers understanding of the phenomena (Borg and Gall, 1983). The researcher adopted both the qualitative and quantitative research design given the research questions and objectives formulated for the study. According to Mugenda and Mugenda (1999), the qualitative design is best suited for studies whose data is largely in form of words that are grouped into categories while quantitative design is best for a study likely to produce quantifiable data. The advantage of using both designs is that, the quantitative design allows the researcher to analyze and present statistical data while the qualitative design allows the researcher to go beyond statistical results and explain given aspects more exhaustively (Mugenda and Mugenda, 1999).

3.2 The Study Population

The study population consisted of employees in nineteen cut-flower firms in Thika District. A complete list of these firms was obtained from the County Council of Thika, Permit Office which had a total of nineteen registered cut-flower firms located in Thika District by November 2007.
From the 19 firms, simple random sampling was used to select 5 firms which represent 25% of all cut-flower firms in Thika District. The five firms have a total population of 2000 employees. The list of the employees and their category was provided by the managements of these firms.

3.3 Sampling Strategy and Sample Size

From the selected firms, employees were selected using stratified random sampling. They were categorized into gender (male or female) and terms of employment (permanent or temporary) as illustrated in the table below:

Table 3.1 Employee Selection

<table>
<thead>
<tr>
<th>Firm</th>
<th>Employee Category</th>
<th>Size</th>
<th>Population Size</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Firm 1</td>
<td>Permanent males</td>
<td>100</td>
<td></td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Permanent females</td>
<td>60</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Temporary males</td>
<td>160</td>
<td></td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>Temporary females</td>
<td>80</td>
<td></td>
<td>8</td>
</tr>
<tr>
<td></td>
<td><strong>Sub-Total</strong></td>
<td><strong>400</strong></td>
<td></td>
<td><strong>40</strong></td>
</tr>
<tr>
<td>Firm 2</td>
<td>Permanent males</td>
<td>65</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Permanent females</td>
<td>120</td>
<td></td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>Temporary males</td>
<td>45</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Temporary females</td>
<td>70</td>
<td></td>
<td>7</td>
</tr>
<tr>
<td></td>
<td><strong>Sub-Total</strong></td>
<td><strong>300</strong></td>
<td></td>
<td><strong>30</strong></td>
</tr>
<tr>
<td>Firm 3</td>
<td>Permanent males</td>
<td>150</td>
<td></td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>Permanent females</td>
<td>160</td>
<td></td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>Temporary males</td>
<td>30</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Temporary females</td>
<td>20</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td></td>
<td><strong>Sub-Total</strong></td>
<td><strong>360</strong></td>
<td></td>
<td><strong>36</strong></td>
</tr>
<tr>
<td>Firm 4</td>
<td>Permanent males</td>
<td>170</td>
<td></td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>Permanent females</td>
<td>160</td>
<td></td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>Temporary males</td>
<td>80</td>
<td></td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>Temporary females</td>
<td>90</td>
<td></td>
<td>9</td>
</tr>
<tr>
<td></td>
<td><strong>Sub-Total</strong></td>
<td><strong>500</strong></td>
<td></td>
<td><strong>50</strong></td>
</tr>
<tr>
<td>Firm 5</td>
<td>Permanent males</td>
<td>140</td>
<td></td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>Permanent females</td>
<td>150</td>
<td></td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>Temporary males</td>
<td>70</td>
<td></td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Temporary females</td>
<td>80</td>
<td></td>
<td>8</td>
</tr>
<tr>
<td></td>
<td><strong>Sub-Total</strong></td>
<td><strong>440</strong></td>
<td></td>
<td><strong>44</strong></td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>2000</strong></td>
<td><strong>200</strong></td>
</tr>
</tbody>
</table>
The researcher used a sample size of 200 which represented 10% of the target population which was appropriate for descriptive studies (Mugenda & Mugenda, 1999).

3.4 Data Collection Instruments and Procedures

Data were collected by the use of a questionnaire. Questions included both open ended and closed ended questions. The questionnaire was delivered to the specific respondents with assistance of two research assistants for three weeks to give all the respondents enough time to go through the questionnaire and answer the questions in the questionnaire. This also gave time to the researcher to go back to the potential respondents who did not respond.

3.5 Data Analysis

The data collected were analyzed using descriptive statistics - mean, mode, frequencies and percentages with the aid of Special Program for Social Sciences (SPSS). The nominal data were analyzed using qualitative approach where detailed descriptions were given.
CHAPTER FOUR
DATA ANALYSIS AND PRESENTATION OF RESULTS

4.0 Introduction to Data Analysis

This chapter contains data analysis and presentation of the major findings of the research whose purpose was to determine the effect of human resource management practices within the cut-flower firms after the KFC code implementation in Thika District. Results of the study are based on the following three research questions:

(i) What is the status of human resource practices within the cut-flower firms after the KFC code implementation?

(ii) Has the working conditions of the worker improved in the cut-flower firms due to the new code implementation?

(iii) What more needs to be done to enhance proper management of human resources in the cut-flower firms?

The demographic data of the respondents is presented first, after which data related to the three research questions are presented.

4.1 Demographic Data of Study Participants

The researcher targeted 200 employees from five firms in Thika District for the study. Of the 200 employees, 101 (50.5%) were male while 99 (49.5%) were female. Figure 4.1 presents the age distribution of the respondents.
Seven (3.5%) employees were aged above 40 years, 38 (19%) were between the ages 18-25 years while 155 (77.5%) were between ages 25-40 years. This therefore shows that majority of the employees in cut-flower firms were youth and middle aged. This is the most productive age and if the management of cut-flower firms invested on them through training and improved welfare they would benefit the organizations for longer periods of time.

Table 4.1 shows the highest educational level attained by the employees.

Table 4.1: Educational level of the employees

<table>
<thead>
<tr>
<th>Educational level</th>
<th>F</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Level</td>
<td>9</td>
<td>4.5</td>
</tr>
<tr>
<td>Secondary Level</td>
<td>109</td>
<td>54.5</td>
</tr>
<tr>
<td>Certificate</td>
<td>27</td>
<td>13.5</td>
</tr>
<tr>
<td>Diploma</td>
<td>13</td>
<td>6.5</td>
</tr>
<tr>
<td>Degree</td>
<td>42</td>
<td>21.0</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>100.0</td>
</tr>
</tbody>
</table>
Table 4.1 above shows that 109 (54.5%) employees had secondary level education, 45 (21%) had degrees, 13 (6.5%) had diplomas while 9 (4.5%) attained primary level education. Therefore, 60% of the employees had not attended any post-secondary education institutions. This poses a challenge to the management of cut-flower firms in that most of their employees were recruited without any technical, work-related training.

Of the 200 employees, 101 (50.5%) were permanently employed while 99 (49.5%) were temporary employees. Majority (61%) of the employees were pack house workers, 55 (27.5%) were green house gardeners while 23 (11.5%) served supervisory positions.

Asked for how long they had been working in the firms, they responded as shown in Table 4.2 below.

Table 4.2: Period employees had worked in the firms

<table>
<thead>
<tr>
<th>Period</th>
<th>F</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 1 year</td>
<td>24</td>
<td>12.0</td>
</tr>
<tr>
<td>1 - 3 years</td>
<td>59</td>
<td>29.5</td>
</tr>
<tr>
<td>4 - 6 years</td>
<td>75</td>
<td>37.5</td>
</tr>
<tr>
<td>7 - 10 years</td>
<td>33</td>
<td>16.5</td>
</tr>
<tr>
<td>Over 10 years</td>
<td>9</td>
<td>4.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>200</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The table shows that 75 (37.5%) employees had worked for between 4-6 years, 59 (29.5%) between 1-3 years, 33 (16.5%) between 7-10 years while 24 (12%) worked for less than a year. Nine (4.5%) workers reported to have worked for over ten years.
4.2 Status of Human Resource Practices within the Cut-Flower Firms

The first research question asked: What is the status of human resource practices within the cut-flower firms after the KFC code implementation?

4.2.1 Recruitment and Selection

Figure 4.2 indicates how the employees learnt about the job vacancy in the organization.

**Figure 4.2: Sources employees learnt from about job vacancies**

Employees reported word of mouth from a staff member (69.5%), media advertisement (21.5%) and employment bureau (9%) as the sources they learnt from about job vacancy in the organization. This shows that the cut-flower firms do not engage in any competitive employee recruitment exercises. All the 43 (21.5%) workers who learnt of the job vacancies from the media advertisement reported that the employer had not specified on the preferred gender. Dowling and Schuler (1990)
define recruitment as searching for and obtaining potential job candidates in sufficient numbers and quality so that the organization can select the most appropriate people to fill its job’s needs. Without proper recruitment mechanisms, it is unlikely that an organization will get the best potential employees, which could have negative impact on performance of the organization.

When asked how the selection was conducted, 128 (64%) reported that they went through an interview, 34 (17%) reported that they were given practical assignments, 20 (10%) went through informal interviews while 18 (9%) went through written tests. Schuster (1985) observes that the objective of Human Resource selection is to obtain employees who are likely to meet the defined standards of performance. A number of selection methods exist, which cut-flower firms can use, such as interviewing, self assessment and peer assessment, testing, group methods, assessment centers and work simulations, application forms/ bio data references, and presentations (Beardwell & Holden, 1994; Sherman and Chruden, 1984).

4.2.2 Training

A total of 189 (94.5%) employees reported that the organization trained its employees, and 188 (94%) of them had received training in the organization. Asked what type of training they had received, 130 (65%) responded that they got on the job training, whereby the organization met the cost of training. A total of 142 (71%) employees did not get any salary increment after training.

The employees were presented with five statements regarding training. They were to rate how the training has helped them. Table 4.3 presents their responses on each of the items.
Table 4.3: Rate on how training has helped employees

<table>
<thead>
<tr>
<th>Statement</th>
<th>Greatly helped</th>
<th>Helped a little</th>
<th>Neutral</th>
<th>Not helped at all</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F</td>
<td>%</td>
<td>F</td>
<td>%</td>
</tr>
<tr>
<td>Job performance</td>
<td>103</td>
<td>51.5</td>
<td>12</td>
<td>6.0</td>
</tr>
<tr>
<td>Future career development</td>
<td>58</td>
<td>29.0</td>
<td>117</td>
<td>58.5</td>
</tr>
<tr>
<td>Coping with new technology</td>
<td>39</td>
<td>19.5</td>
<td>82</td>
<td>41.0</td>
</tr>
<tr>
<td>Reduction of injuries at work</td>
<td>72</td>
<td>36.0</td>
<td>89</td>
<td>44.5</td>
</tr>
<tr>
<td>To work in other industries other than horticultural</td>
<td>89</td>
<td>44.5</td>
<td>34</td>
<td>17.0</td>
</tr>
</tbody>
</table>

Table 4.3 above indicates that the on-the-job training received by the employees helped most of them especially in relation to job performance, reduction of injuries at work, and future career development. Training is an important HR technique for improving employee and managerial performance in organizations (Dessler, 2002). No one is a perfect fit at the time of hiring, and some training and education must take place. After the employee has been recruited, selected, and inducted, he or she must be developed to better fit the job and the organization.

4.2.3 Performance Appraisals

Majority (82%) of the employees reported that their organizations often carried out performance appraisals. These appraisals were often conducted by asking questions concerning duty and place of work, ratings basing on set targets, through performance policy, depending on the period one has worked, and employees’ commitment and hard work.

The employees were presented with four statements on which they were to indicate the extent to which they were satisfied with each of the statements on performance appraisal. Table 4.4 presents their responses on each of the statements.
The table above shows that although most of the employees were satisfied with methods of appraisal, persons who appraised them and results of appraisals, a considerable proportion of them (49.5%) were dissatisfied with what followed after appraisal. This shows that there is poor feedback mechanisms after appraisal, yet, as Hook and Foot (2002) observed, performance appraisal is a way of giving employees feedback about their performance at work. The employees further noted that performance appraisals in their organizations encourages hard work; is more practical if implemented, is a good measure of performance if factors arising are considered, and improves general performance.

4.2.4 Employee Welfare and Safety

A total of 175 (87.5%) employees reported that their employers educated them on their rights as employees. They stated their rights as the right to be paid after work done; the right of protection while on duty; the right to annual, maternity or sick leave; and, the right to resign at will.
All the 200 (100%) employees reported that the normal working hours was eight hours a day. A total 176 (88%) out of 200 worked overtime, whereby 159 (79.5%) were compensated.

Torrington (2005) notes that welfare services are provided for matters concerning employees which are not directly connected to their jobs. A total of 123 (61.5%) employees reported that they were allowed to be members of workers' unions. Of these, 47 (23.5%) were members of certain unions such as workers unions and welfare associations. These employees gave various reasons for joining unions, such as: gaining bargaining power for better terms and conditions of work, settling of disputes in cases of unfair treatment, and fighting for workers better remuneration.

All the 200 (100%) employees reported that they were allowed to form welfare associations within the organization. Asked how they aired their grievances, they responded that they did this through unions and associations; through the immediate supervisor and heads of departments/units; and during open forums or meetings.

Sixty-eight (34%) employees reported that there were cases of job related ailments. A total of 130 (70%) respondents reported that the employees who suffer from job related ailments or injuries were compensated. Majority (61%) of them reported that there was a health unit within the organization. Figure 4.3 shows who the health units catered for.
The figure shows that the health units within the organizations catered for all employees (59.5%), permanent employees only (12.5%) while 28% reported that it did not cater for anyone.

A total of 148 (74%) employees reported that the organization provided protective clothing to some employees while 52 (26%) reported that there was no provision of protective clothing. The storekeepers and the sprayer men were the only categories of employees who received protective clothing within the firms.

According to Torrington (2005), achievement of highest standards of health and safety in the work place is important because the elimination or minimization of health hazards and risks is the moral and the legal responsibility of employers, close and continuous attention to health and safety is also important because ill-health and injuries inflicted by systems of work on conditions of work cause suffering and loss to individuals and their dependents. In addition, accidents and absence through ill-health or injuries result in losses and damage for the organization.
4.2.5 Employee Benefits and Allowances

All the 200 (100%) employees reported that women were given equal opportunities as men employees in terms of training but that there were no equal opportunities in terms of promotion. Further, 95 (47.5%) employees reported that there were more women than men in management positions, 72 (36%) reported there were more men than women while 33 (16.5%) reported that the number was equal between men and women.

A total of 147 (73.5%) employees reported that they were not housed in the firm. Asked if they were given house allowance, transport allowance or means of transport, they responded as shown in Table 4.5 below.

Table 4.5: Provision of allowances

<table>
<thead>
<tr>
<th>Allowance</th>
<th>Are you given?</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>House allowance</td>
<td>107</td>
<td>93</td>
</tr>
<tr>
<td>Transport allowance</td>
<td>86</td>
<td>114</td>
</tr>
<tr>
<td>Means of transport</td>
<td>95</td>
<td>105</td>
</tr>
</tbody>
</table>

The table shows that 53.5% were given house allowance, 43% were given transport allowance, and 47.5% were given means of transport to and from work.

137 (68.5%) employees reported that there were baby care facilities. They further reported that they had formed gender and equity committees in the firms (61%). Those who reported that they had not formed the committees were asked to state who deals with cases of sexual harassment, to which they all reported the human resource department.
4.3 Working Conditions of Workers after Implementation of KFC Code

The second research question was: Has the working conditions of the worker improved in the cut-flower firms due to the new code implementation?

The Kenya Flower Council (KFC) launched a new code of conduct whose main agenda was to ensure that workers rights are respected. The new codes include: gender equity and measures against harassment, formation of gender and equity committee, more women in management positions, protective clothing, and safe transport among others. These new codes have been put in place to help solve some of the problems that the workers have been reported complaining of such as employment insecurity, poor compensation, poor health and safety measures, ineffective promotion systems, lack of representation and lack of proper complaints procedure. It is expected that the working conditions of cut-flower firm employees would improve as a result of implementation of the new code.

The employees were asked to indicate the extent to which they agreed or disagreed with various issues regarding their working conditions in line with the KFC code. Table 4.6 below presents their responses.
### Table 4.6: Employees feelings about the working conditions in the firms after implementation of the KFC code

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The employer provides all the protective gear necessary for the work that</td>
<td>Strongly</td>
<td>Agree</td>
<td>Disagree</td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>I have never witnessed a case of employees harassment cases by employee/</td>
<td>Agree</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There have never been cases of unfair dismissals of employees by the employer</td>
<td>Strongly</td>
<td>Agree</td>
<td>Disagree</td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>There is gender equity in allocation of duties</td>
<td>Strongly</td>
<td>Agree</td>
<td>Disagree</td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>Women have been appointed as leaders of the union</td>
<td>Strongly</td>
<td>Agree</td>
<td>Disagree</td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>The employer encourages employees to be members of the welfare organization</td>
<td>Strongly</td>
<td>Agree</td>
<td>Disagree</td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>Treatment/compensation is availed for injuries</td>
<td>Strongly</td>
<td>Agree</td>
<td>Disagree</td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>I enjoy working in this organization</td>
<td>Strongly</td>
<td>Agree</td>
<td>Disagree</td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>If I found a similar job elsewhere I would move</td>
<td>Strongly</td>
<td>Agree</td>
<td>Disagree</td>
<td>Strongly disagree</td>
</tr>
<tr>
<td>Men and women are treated equally by the employer</td>
<td>Strongly</td>
<td>Agree</td>
<td>Disagree</td>
<td>Strongly disagree</td>
</tr>
</tbody>
</table>

The table shows that most of the employees agreed with the following statements:

(i) The provision of all the protective gear necessary for the work they do (82.5%)
(ii) There is gender equity in allocation of duties in the workplace (91%)
(iii) The employer encourages employees from welfare associations (94.5%)
(iv) Men and women are treated equally by the employer (94.5%)
(v) In case of injuries in the workplace, the employer responds well by availing treatment and compensations (86.5%)

However, a considerable proportion of the respondents disagreed with the statements that:

(i) I have never witnessed cases of employees' harassment cases by employee/supervisors (84%)
(ii) There have never been cases of unfair dismissals of employees (65%)
(iii) The employer ensures there is safe mode of transport to and from work (38%)
These findings indicate that the KFC code has not been fully implemented in the firms, especially in relation to employee harassment, unfair dismissals and provision of safe and reliable mode of transport for employees.

4.4 Measures for Enhancing Human Resource Management in Firms

The third research question asked: What more need to be done to enhance proper management of human resources in the cut-flower firms?

The employees felt that the management had tried a lot to improve the following HRM aspects:

(i) The protection of its employees while on duty
(ii) Provision of good and better working conditions
(iii) Employees' welfare
(iv) Staff training
(v) Compensation
(vi) Security department

On the other hand, the employees wanted the management to seriously address the following issues:

(i) Increment of salaries
(ii) Time recovery for non-union members
(iii) Provision of incentives as a motivation factor
(iv) Employees welfare associations
(v) Encourage Sacco and gender committees
(vi) Staff welfare to be given the priority
(vii) Employers to consider advancement of education and positively reward those who have advanced
(viii) Provide means of transport for employees to and from work

(ix) Give employees allowances, for example, house and transport allowances

Asked to suggest on what the employer should do to improve on training, the employees gave the following suggestions:

(i) Should train the employees on how to be self initiative thus be able to handle all challenges.

(ii) Training on job supplementary course i.e. public relations

(iii) More exposure with other firms so as to exchange on ideas and views

(iv) Proper handling of tools and equipment

(v) Physical training for the security guards

(vi) Organize regular identity training

The employees were asked to state what the management should do in terms of protective measures. They stated the following:

(i) Enlighten employees more on the purpose of work place safety

(ii) Ensure adequate replacement of the worn out clothing

(iii) Everyone is entitled to protective clothing regardless of department or position

(iv) Buy high quality and long lasting protective clothing
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary of the major findings of the study, conclusions and recommendations arrived at. The chapter also contains suggestions for further research. The purpose of the study was to determine the effect of human resource management practices within the cut-flower firms after the KFC code implementation in Thika District.

5.1 Summary of Major Findings

(i) Employees reported that they learnt about job vacancies in the organizations through word of mouth from a staff member (69.5%), media advertisement (21.5%) and employment bureau (9%). This shows that the cut-flower firms do not engage in any competitive employee recruitment exercises. When asked how the selection was conducted, 128 (64%) reported that they went through an interview, 34 (17%) reported that they were given practical assignments, 20 (10%) went through informal interviews while 18 (9%) went through written tests.

(ii) A total of 189 (94.5%) employees reported that the organization trained its employees, and 188 (94%) of them had received training in the organization. A total of 130 (65%) employees had received on the job training, whereby the organization met the cost of training. The on the job training received by the employees helped most of them especially in relation to job performance, reduction of injuries at work, and future career development. However, the employees did not get any salary increment after training.
(iii) Majority (82%) of the employees reported that their organizations often carried out performance appraisals. Appraisals were conducted by asking questions concerning duty and place of work, ratings basing on set targets, through performance policy, depending on the period one has worked, and employees’ commitment and hard work. Although most of the employees were satisfied with methods of appraisal, persons who appraised them, and results of appraisals, a considerable proportion of them (49.5%) were dissatisfied with what followed after appraisal.

(iv) A total of 175 (87.5%) employees reported that their employers educated them on their rights as employees. All the 200 (100%) employees reported that the normal working hours was eight hours a day, and that they were allowed to form welfare associations within the organization. A total 176 (88%) out of 200 worked overtime, whereby 159 (79.5%) were compensated. A total of 148 (74%) employees reported that the organization provided protective clothing to some employees while 52 (26%) reported that there was no provision of protective clothing. The storekeepers and the sprayer men were the only categories of employees who received protective clothing within the firms. A total of 130 (70%) respondents reported that the employees who suffer from job related ailments or injuries were compensated.

(v) All the 200 (100%) employees reported that women were given equal opportunities as men employees in terms of training but that there were no equal opportunities in terms of promotion. Further, 147 (73.5%) of the employees reported that they were not housed in the firm.
The study established that the KFC code had not been fully implemented in the firms, especially in relation to employee harassment, unfair dismissals and provision of safe and reliable mode of transport for employees.

5.2 Answers to Research Questions

5.2.1 What is the status of human resource practices within the cut-flower firms after the KFC code implementation?

Based on the study findings, it emerges that the cut-flower firms do not engage in any competitive employee recruitment exercises. However, once recruited, employees are offered on-the-job training that helps them especially in relation to job performance, reduction of injuries at work, and future career development. Although the firms practiced performance appraisals, there were no proper feedback mechanisms and this led to dissatisfaction among employees as they could not tell how they fared on the job. Provision of protective clothing within the firms was a reserve for sprayers and storekeepers.

5.2.2 Has the working conditions of the worker improved in the cut-flower firms due to the new code implementation?

The study established that the KFC code had not been fully implemented in the firms, especially in relation to provision of protective clothing, employee harassment, unfair dismissals and provision of safe and reliable mode of transport for employees. As a result of this, working conditions of employees had not improved adequately. More still needs to be done to improve working conditions especially in relation to provision of protective gear, safe and reliable transport and harassment in the work place.
5.2.3 What more need to be done to enhance proper management of human resources in the cut-flower firms?

A number of measures were proposed by the cut-flower firms' employees on how human resources can be well managed. These included the following:

(i) Staff welfare should be given priority by forming welfare associations and SACCOs.
(ii) Provide safe and reliable means of transport for employees to and from work
(iii) Give employees allowances such as house and transport allowances
(iv) Form gender committees to monitor harassment in the work place
(v) Provision of incentives as a motivation factor
(vi) Increment of salaries
(vii) Employers to consider advancement of education and positively reward those who have advanced.
(viii) Ensure all employees are provided with protective gear
(ix) Enlighten employees more on the purpose of work place safety
(x) Ensure adequate replacement of the worn out protective clothing
(xi) Buy high quality and long lasting protective clothing

5.3 Conclusion

The study concludes that the Kenya Flower Council code has not been fully implemented in cut-flower firms in Thika District. As a result of this, the working conditions in these firms are poor especially in relation to provision of protective clothing, employee harassment, unfair dismissals and provision of safe and reliable mode of transport for employees. The main goal of the introduction of the KFC code was to safeguard the working conditions and welfare of workers in cut-flower firms.
Employees still feel that more can be done to improve their working conditions, giving rise to the recommendations that follow.

5.4 Recommendations

Based on the findings of the study, the researcher recommends the following:

(i) The Government should ensure that there is a government body - Common Code for all cut-flower growers. The Common Code will ensure that there is harmonization in the work conditions in cut-flower firms.

(ii) The management of cut-flower firms should enhance the social welfare of its workers in terms of better remuneration, ensuring good health and safety, and job security of the workers.

(iii) The employees should be given opportunity for further training and career development in order for them to fit even in other industries and also be able to cope with new changes in technology.

5.4 Suggestions for Further Studies

(i) The study covered cut-flower firms only. A similar study needs to be carried out in other horticultural firms dealing with fruits and vegetables in order to establish their conditions of work and the improvements that can be made.

(ii) This study was carried out in Thika District. A similar study should be carried out in another district or the entire province to find out whether similar findings will be obtained.
REFERENCES


Daily Nation, 12th April, 2007.


East African April, 2006.


Humphery, J. (2000). Governance and Trade in Fresh Vegetables: The Impact


The East African, April, (2006).


Dear Sir/Madam

RE: INVOLVEMENT OF YOUR FIRM IN RESEARCH

I am a postgraduate student at Kenyatta University. I am currently undertaking educational research on human resource practices and KFC code of practice in the cut flower firms. Your firm has been identified to participate in this study.

There is a questionnaire for you to fill. Your assistance in answering the questions will enable this study to come up with accurate findings. The responses you give will be treated with utmost confidentiality and for academic purposes only.

Thank you in advance.

Yours faithfully,

Zipporah Mwaniki
**APPENDIX 2**

**BUDGET ESTIMATE**

<table>
<thead>
<tr>
<th>Item</th>
<th>Estimated cost in Kshs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Writing of research proposal</strong></td>
<td></td>
</tr>
<tr>
<td>a) Stationery</td>
<td>5,000</td>
</tr>
<tr>
<td>b) Computer time</td>
<td>3,000</td>
</tr>
<tr>
<td>c) Secretarial services</td>
<td>3,000</td>
</tr>
<tr>
<td>d) Travel and subsistence</td>
<td>4,000</td>
</tr>
<tr>
<td>e) Photocopying</td>
<td>2,000</td>
</tr>
<tr>
<td>f) Contingencies</td>
<td>4,000</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td><strong>23,000</strong></td>
</tr>
<tr>
<td><strong>2. Data collection</strong></td>
<td></td>
</tr>
<tr>
<td>a) Travel and subsistence</td>
<td>10,000</td>
</tr>
<tr>
<td>b) Stationery</td>
<td>3,000</td>
</tr>
<tr>
<td>c) Computer time</td>
<td>2,000</td>
</tr>
<tr>
<td>d) Contingencies</td>
<td>4,000</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td><strong>19,000</strong></td>
</tr>
<tr>
<td><strong>3. Data analysis and writing of final report</strong></td>
<td></td>
</tr>
<tr>
<td>a) Computer time</td>
<td>6,000</td>
</tr>
<tr>
<td>b) Secretarial services</td>
<td>4,000</td>
</tr>
<tr>
<td>c) Binding</td>
<td>4,000</td>
</tr>
<tr>
<td>d) Travel and subsistence</td>
<td>3,000</td>
</tr>
<tr>
<td>e) Photocopying</td>
<td>2,000</td>
</tr>
<tr>
<td>f) Contingencies</td>
<td>4,000</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td><strong>23,000</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>65,000</strong></td>
</tr>
<tr>
<td>10% contingency</td>
<td>6,500</td>
</tr>
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<td><strong>GRAND TOTAL</strong></td>
<td><strong>78,006.00</strong></td>
</tr>
<tr>
<td>Activity</td>
<td>Estimated time</td>
</tr>
<tr>
<td>-------------------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Writing of research proposal</td>
<td>January 2008</td>
</tr>
<tr>
<td>Defending proposal at the department of</td>
<td>July 2008</td>
</tr>
<tr>
<td>Commerce</td>
<td>August 2008</td>
</tr>
<tr>
<td>Collecting data</td>
<td>September 2008</td>
</tr>
<tr>
<td>Writing of final report</td>
<td>October 2008</td>
</tr>
<tr>
<td>Presenting final report at the School of</td>
<td></td>
</tr>
<tr>
<td>Humanities and Social Sciences</td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX 4

QUESTIONNAIRE

This research is meant for academic purpose. Kindly you are requested to provide answers to these questions as honestly and precisely as possible. Responses to these questions will be treated as confidential. Please do not write your name or that of your firm anywhere on this questionnaire. Please tick [✓] where appropriate or fill in the required information on the spaces provided.

Section A

1. Gender          [ ] Male          [ ] Female
2. Age             [ ] Below 18 years [ ] Between 18-25
                  [ ] Between          [ ] 25-40
                  [ ] Above 40 years
3. Educational Level [ ] Primary level [ ] Secondary level
                  [ ] Tertiary level [ ] Certificate
                  [ ] Diploma        [ ] Degree
4. Terms of Employment [ ] Permanent [ ] Temporary

Section B

5. What kind of work do you do? [ ] Supervisory
                  [ ] Pack house worker
                  [ ] Green house/gardener
6. For how long have you been working in the organization .........years
7. How did you learn about the job vacancy in the organization?
                  [ ] Word of mouth from a staff member
                  [ ] Media advertisement
                  [ ] Employment Bureau
                  Other (please specify) ..............................................
8. If advertisement, did it specify on the preferred gender? [ ] Yes [ ] No
9. How was the selection conducted?
                  [ ] Interview        [ ] Written test [ ] Practical
                  Other (please specify) ..............................................
10. Does your organization train its employees? [ ] Yes [ ] No
11. (a) Have you received any training in the organization? [ ] Yes [ ] No
If yes above, what type of training did you receive?
[ ] On the job training  [ ] Short courses  [ ] Seminars

12. Who met the cost of training?  [ ] Self  [ ] Organization

13. Did you get any salary increase after the training?  [ ] Yes  [ ] No

14. In a scale of five, rate how the training has helped you in terms of:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Greatly Helped</th>
<th>Helped a little bit</th>
<th>Neutral</th>
<th>Not helped at all</th>
<th>Not sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Future career development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coping with new technology</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduction of injuries at work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To work in other industries other than horticulture</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

15. What do you suggest the employer to improve on about training? (Please arrange them in order of priority)

........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................

16. (a) Does your organization often carry out performance appraisals?
[ ] Yes  [ ] No

(b) If yes, how is the appraisal carried out? (Please explain)
........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................

17. On a scale of 5, rate how satisfied you are with performance appraisal in your organization in regard to the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Extremely Satisfied</th>
<th>Satisfied</th>
<th>Neutral</th>
<th>Dissatisfied</th>
<th>Extremely Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Method of appraisal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Person who appraised you</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Results of appraisal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>What followed after appraisal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
18. What would you say about performance appraisal in your organization?

19. (a) Does your organization educate you on your rights as an employee?  
[ ] Yes  [ ] No

(b) If yes above, list at least four of your rights

20. What are the normal working hours in your organization?  

21. (a) Do you work over time?  
[ ] Yes  [ ] No

(b) If yes, is this over time compensated?  
[ ] Yes  [ ] No

(c) If yes, what is the rate? (Please specify per hour)

22. Does your organization allow its employees to be members of a union?  
[ ] Yes  [ ] No

23. If yes, are you a member of any union?  
[ ] Yes  [ ] No

24. What is the name of the union that you are a member?  

25. What are your reasons for joining a union? (Please arrange them in order of importance)

26. Are there cases of job related ailments?  
[ ] Yes  [ ] No

27. How often do you get injured while at work?

[ ] Very often  [ ] Often

[ ] Rarely  [ ] Not at all

28. Does your organization compensate the employees if injured while at work?  
[ ] Yes  [ ] No

29. Has your firm insured its employees?  
[ ] Yes  [ ] No

30. (a) Is there a health unit within the organization?  
[ ] Yes  [ ] No
(b) If yes, whom does it cater for?
   [ ] All employees       [ ] Permanent employees only

31. Do those employees who suffer from job related ailments compensated?
   [ ] Yes       [ ] No

32. (a) Does your organization provide protective clothing to all its employees?
   [ ] Yes       [ ] No

   (b) If no, to what category of employees does it provide the protective clothing?

33. According to your opinion, what more should the management do in terms of protective measures?

34. How often does your organization terminate its employees?
   [ ] Very often       [ ] Often
   [ ] Rarely           [ ] Not at all

35. Which category of employees does your organization give the terminal benefits?

36. Are the employees allowed to form welfare associations within the organization?
   [ ] Yes       [ ] No

37. How do you air grievances in your organization?

38. Are women employees given equal opportunities as men employees in your organization in terms of:
   (a) Training
       [ ] Yes       [ ] No
   (b) Promotion
       [ ] Yes       [ ] No

39. Are there more women than men in the management positions?
   [ ] Yes       [ ] No

40. (a) Are you housed in the firm?
   [ ] Yes       [ ] No

   (b) If no above, are you given
       (i) House allowance above the basic salary?
       [ ] Yes       [ ] No
(ii) Transport allowance?

(iii) Means of transport?

41. Are there baby care facilities in your firm?

42. (a) Have you formed gender and equity committees in your firm?

(b) If no above, who deals with cases of sexual harassment in your firm?

43. Indicate the extent to which you agree or disagree with each of the following statement as they apply to the organization you work for. Use the key below to give your answers. Put a tick (✓) on the appropriate column.

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA: Strongly Agree</th>
<th>A: Agree</th>
<th>U: Undecided</th>
<th>D: Disagree</th>
<th>SD: Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The employer provides all the protective gear necessary for the work that I do</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The employer ensures there is safe mode of transport to and fro work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have witnessed a number of employees harassment cases by employee/supervisors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There have never been cases of unfair dismissals of employees by the employer</td>
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<tr>
<td>There is gender equity in allocation of duties in the workplace</td>
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<tr>
<td>A considerable number of women have been as leaders of the union.</td>
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<tr>
<td>The employer encourages employees to be members of the welfare organization</td>
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<tr>
<td>In case of injuries in the work place the employer responds well by availing treatment and compensations</td>
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<tr>
<td>I enjoy working in this organization</td>
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<td>If I found a similar job elsewhere I would move.</td>
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<tr>
<td>Men and women are treated equally by the employer</td>
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</table>

44. Which areas do you feel the management has tried a lot to improve (arrange them in their order of improvement)

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45. What areas specifically do you feel according to your opinion, the management should seriously address? (Please name them in order of priority)

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APPENDIX 5

LIST OF SELECTED FIRMS

1. Gatoka Limited
2. Laureen International
3. Redlands Roses
4. Zena Roses
5. Ever Flora