

INFLUENCE OF PRINCIPLES OF FAIR TRADE ON JOB SATISFACTION IN HORTICULTURAL SECTOR IN NAIVASHA SUB-COUNTY, KENYA

Njoroge, E. W. 

School of Entrepreneurship, Procurement and Management
Jomo Kenyatta University of Agriculture and Technology, Kenya
esthern071@gmail.com

Karanja, G.W.

School of Human Resource Management
Jomo Kenyatta University of Agriculture and Technology, Kenya

Abstract

This study evaluated the relationship between principles of Fairtrade and job satisfaction in horticultural sector in Naivasha Sub-County, Kenya. Specifically, the study examined how fair remuneration and non-discrimination of employees influenced job satisfaction in horticultural farms. The study was guided by Becker's theory of discrimination and theory of human capital. The study adopted a cross-sectional research design. The study population comprised of the 11,469 employees working with Fairtrade certified horticultural firms in Naivasha Sub-County. A sample of 100 respondents was obtained using stratified random sampling. The data was using a structured self-designed questionnaire. A pilot study was conducted prior to the main study in order to test both validity and reliability of the research questionnaire. Descriptive statistics and inferential statistics were used in the analysis using SPSS 24. The study revealed that though increasing the fairness of employee remuneration was likely to enhance job satisfaction, the relationship was too weak and not significant to draw much attention. It was established that as the employees working with Fairtrade certified farms became more non-discriminated, the more the job satisfaction was likely to be. It was observed that non-discrimination of employees at the workplace was the most significant and crucial Fairtrade principle while fair remuneration was the least significant. The study concluded that there was minimum wage for all employees working in the horticultural

sector. It was concluded that there were some employees who benefitted from collective bargaining while others did not. It was recommended that farms should ensure that the remuneration package is fair in all dimensions including when compared to other subsectors in agriculture.

Keywords: Fair remuneration, Fairtrade certified farms, Fairtrade principles, horticultural sector, job satisfaction, non-discrimination of employees

INTRODUCTION

Fair trade describes the response to the failure of conventional trade to deliver sustainable livelihoods and development opportunities to citizens in the poorest nations of the world. Fair trade initiatives are necessitated by the statistics that approximately two billion of the global population survive on less than US\$2 per day. This is in spite of their working extremely hard on a daily basis. Moreover, it is asserted that poverty and hardship do limit choices available to people while market forces tend to marginalize and exclude them even further (World Fair Trade Organization, 2009). There are ten principles that fairtrade organization are mandated to follow in their day-to-day work. The WFTO further monitors to ensure that these principles are adhered to (WFTO, 2013). The principles prescribed by the WFTO include creating opportunities for economically disadvantaged producers, transparency and accountability, fair trading practices, payment of a fair price otherwise referred to as fair remuneration, and also ensuring that there is no child labour or forced labour. Other principles include commitment to non-discrimination, gender equity, freedom of association and women economic empowerment. In addition, there are other principles like ensuring good working conditions for employees, capacity building, promotion of fair trade, and lastly, respect to the environment (WFTO, 2013).

Job satisfaction describes the level at which workers are contented in regard to their work, which can actually influence their performance. There are a number of facets that touch on job satisfaction. The level of job satisfaction, for instance, can be dependent on employee's ability to complete a given task. The level of communication in an organization and also the way the management treats its workforce. It is reported that employees with considerable length work experience, for example more than 10 years, tend to have greater satisfaction particularly in the areas of pay, promotion, communication and style adaptability. However, remaining in the same station for long is bound to lower job satisfaction particularly in the areas of working conditions, communication and total job satisfaction (Wetherell, 2002).

The WFTO has strived to increase the number of farmers and workers benefiting from fair trade. As at 2010, the number of fair trade producers had risen to 1.2 million across 63 countries worldwide. At the same time, the number of producer organizations rose from 827 in 2009 to 905 in 2010. Out of the foregoing numbers, Latin America and the Caribbean led by 509 producer organizations. They were followed by 253 in Africa and 143 in Asia and Oceania. On the same note, there was a 22% increase in fair trade premium returns reported by fair trade farmers and employees over the same period of time. Fair trade sales revenues rose by 24% over the same period of time from 443 million Euros in 2008 to 550million Euros in 2009/2010. In the Czech Republic sales through fair trade increased more than 300% while in the UK, the largest fair trade's market, consumers purchased 40% more (WFTO, 2011).

According to Fairtrade International (2012), fair trade has increased its significance in Africa while the continent has boosted its significance for fair trade. This is particular in respect of the numbers of producers and workers who are members of, or work for producer organizations certified by Fairtrade International. Interesting statistics point out that about 62% of the farmers certified in tandem with Fairtrade International standards are habitants of Africa. More so, approximately 41% of all workers employed by organizations certified by Fairtrade are in Africa. It is further indicated that, the relatively high numbers of Fairtrade workers compared to other parts of the world is a clear reflection of the significance of the hired labour model for specific produce which are crucial to Fairtrade in Africa. These commodities include wine grapes with 4,400 employees and flowers with 37,500 workers. Another important Fairtrade commodity is tea with the most hired workers globally at 97,700 (Fairtrade International, 2012).

Fairtrade is quite entrenched in local contexts across Africa according to Loconto and Simbua (2012). A relatively recent report by Tallontire (2015) centred on fair trade and development in African agriculture. Of particular reference were agri-food sectors in Ghana, Malawi, Tanzania, Uganda and Kenya. Though the foregoing countries play a significant role in regard to Fairtrade participants, it is exemplified that Kenya is on the forefront given that the country accounts for 14% of participants in Fairtrade. In Kenyan fair trade, it is stated that both smallholder and hired labour models of Fairtrade certification co-exist. According to Fairtrade International (2012), the foregoing is most eminent in Kenyan tea sector since as at 2012, there were 16 small producer organizations and five hired labour groups certified.

Similarly, it has previously been reported that Kenyan tea witnessed the most extensive development benefits from Fairtrade when compared to other cases, which was attributed to enhanced production practices (Nelson & Martin, 2013). It is evident that much has been discussed in regard to fair trade holistically. However, even though fair trade practices have been examined, there is scanty analysis of fair trade principles. In view of this realization, this study

sought to interrogate the influence of fair trade principles on job satisfaction with respect to the horticultural sector in Kenya.

Statement of the Problem

According to Kenya Flower Council (2010) in Otieno, Waiganjo and Njeru (2015), the horticultural sub-sector in Kenya has a workforce ranging from 50,000 to 60,000. These are directly employed by the sub-sector while those employed indirectly by the sub-sector are approximately 500,000. The horticultural sector has two categories of farms; those that are fairtrade certified and those that are not. Employees working with fairtrade certified horticultural farms have various benefits which their counterparts in ordinary farms do not enjoy. Some of these benefits include requirement by fairtrade standards that workers should receive minimum wages and should also have collective bargaining. Fairtrade premiums are also passed on to the workers of the certified farms. The fairtrade certified farms also offer financial assistance to the needy children of the workers in addition to the demand that they should not hire child labour. Generally, fairtrade seeks to uplift the livelihoods of workers working with fairtrade certified farms. One of the key challenges facing employees working in the horticultural industry are the terms of their engagement. It is stated that a large percentage of the workforce in this sub-sector constitute of either unskilled or semi-skilled employees who are engaged on a casual basis and as such miss out on many benefits accruing to permanent employment (Otieno et al., 2015). Part of the overriding argument of engaging workers on casual basis is that most of the work done in the horticultural subsector is on a seasonal basis. The foregoing shows that there exists considerable levels of dissatisfaction among the employees working with horticultural farms. To aggravate the challenges facing employees in the horticultural subsector is that, when they are engaged they often work for long hours particularly during peak season. More so, a study by Odhong and Omolo (2014) revealed that only 1.02% of the workforce earned a salary of more than Ksh. 10,000. The foregoing issues raise the question of job satisfaction among employees in this subsector. Failure to address the problem of lack of satisfaction amongst employees in the jobs they do, is likely to force them to search for employment in more reliable sectors. Moreover, the horticultural subsector is very likely to be overwhelmed by high numbers of semi-skilled or completely unskilled workforce as opposed to skilled employees. The ramifications of this problem are far-reaching since not only is the production of horticultural produce likely to be curtailed but also the quality. It is in this line, that this study sought to examine how fairtrade principles addressing the issues of employees influenced job satisfaction in horticultural sector in Kenya.

General Objective

To evaluate the influence of principles of fair trade on job satisfaction in horticultural sector in Naivasha Sub-County, Kenya.

Specific Objectives

- i. To analyze the influence of fair remuneration on job satisfaction in horticultural sector in Naivasha Sub-County
- ii. To examine the influence of employee non-discrimination on job satisfaction in horticultural sector in Naivasha Sub-County

Research Hypotheses

H₀₁: There is no significant influence of fair remuneration on job satisfaction in horticultural sector in Naivasha Sub-County.

H₀₂: There is no significant influence of employee non-discrimination on job satisfaction in horticultural sector in Naivasha Sub-County.

THEORETICAL FRAMEWORK

This section reviews and discusses theories that explain principles of fairtrade and job satisfaction. The theories reviewed include Becker's theory of discrimination and theory of human capital.

Becker's Theory of Discrimination

The Becker's theory of discrimination was proposed by Becker in 1957. The theory hold the assumption that all individuals are equally productive in a technical sense; however, some are more likeable than others. This form of discrimination is referred to as 'taste discrimination'. The theory states that the employer acts as if the wage they pay to an individual or a group of employees they do not like is $w(1+d)$ where 'd' represents discrimination coefficient. On the other hand, employees act as if the wage they receive when they work with an individual or group of individuals is $w(1-d)$ where 'd' represents the discrimination coefficient. In other words, the employees require a compensating differential.

It is stated that discrimination is witnessed when members of a minority group are treated differently, mostly, less favourably than members of a majority group in spite of having identical productive characteristics (Autor, 2003). According to the Beker's theory, discriminatory employers make lower profits in general. In the case of discriminatory employees, then there is likely to be wage differences. Indeed, it is posited that minority workers (women, unskilled, semi-skilled) are obliged to compensate their employers either by being more productive at a given wage or

equivalently productive by accepting a lower wage. In the context of the present study, some firms may opt to hire the minority workers with the view of either increasing their productivity or incurring lower costs on the human cost while productivity remains constant. The anecdotes of the Becker's theory of discrimination contravene the principles of fairtrade that promote fairness and equitability amongst employees in the horticultural sector.

Human Capital Theory

The theory of human capital was proposed by Schultz in 1961 and later developed extensively by Becker in 1964. The theory resulted from the realization that the growth of physical capital only contributes minimally to the growth of income. The foregoing justified the importance of human capital. Kelly (2007) observed that human resource could be transformed into human capital with effective incorporation of education, health and also moral values. More so, the emergence of education and skills training played a crucial role to the discovery of the human capital theory. The theory can be traced to branch of economics referred to as labour economics.

The human capital theory was developed by Becker (1964) premised on Schultz's (1961) research on return on investment (ROI). Becker further introduced the concept of general purpose human capital and also firm-specific human capital which is utilized by human resource practitioners all over the world. The human capital theory states that education or training raises the productivity of workers or employees by imparting useful knowledge and skills, therefore, raising future income of workers through increased lifetime earnings (Becker, 1994). The theory states that human capital refers to the acquisition of particular skills with limited industrial application. Human capital is a means of production into which additional investments results in additional output. This capital is not transferable but it is substitutable.

The human capital approach is more often than not employed to illustrate occupational wage differentials. This implies that the human capital theory can be adopted to explain discrimination of workers resulting from their education background and their skills and competence. According to this theory, poorly skilled and untrained workers are entitled to poorer compared to their colleagues who are better educated, better trained, and also better skilled. Moreover, in tandem with the theory of human capital, it is understandable that competent and skilled employees are more likely to be satisfied with their job, hence their increased productivity.

EMPIRICAL REVIEW

Past studies in relation to principles of fair trade and job satisfaction are reviewed in this section. The fair trade principles on which empirical studies are reviewed include fair remuneration, forced labour, non-discrimination of employees, and physical working conditions.

Fair Remuneration

A study was conducted by Venkatasubramanian (2009) on information theoretic analysis of wage distributions. The study which was conducted in the United States sought to understand what fair pay, particularly to the executives was. The study was conducted against the backdrop of high pay packages of the chief executive officers (CEOs) in the U.S. raising serious concerns regarding what constitutes fair remuneration. The study estimated that the top 35 U.S. CEOs were overpaid by almost 130 times over and above their ideal salaries in 2008. Moreover, the study observed that, in ideal circumstances, if an employee feels that their pay package is low and unfair, they are likely to shop around in the market until they receive a fair offer.

In a case of India, Srija (2014) conducted a study on the implementation of the Minimum Wages Act, 1948. The study observed that the foregoing Act was one of the earliest labour legislations in India which was enacted immediately after India attained her independence. The study noted that presently, a large section of the workforce still remains outside the scope of the Minimum Wages Act. In this respect, the study examined the steps the government has taken to improve the relevance of minimum wages and its impact in bringing workers out of the poverty line. In the study, it has been observed that the Act sought to bring out measures of ensuring fair wages to labour and fair return on the capital employed.

A study done by Man-Kwu (2013) focused on informal workers in global horticulture and commodities value chains. The study was commissioned by Women in Informal Employment: Globalizing and Organizing (WIEGO). The study observed that though increased market diversification has led to higher value export opportunities for some smallholders and benefitting particularly producers engaged in specialties such as organic and fairtrade market segments, majority of smallholders have failed to benefit from these opportunities. It has been indicated that women are often not given a fair share of the income from export crops. The study further observed that even in the cases where and when employers pay the minimum wage or slightly above, this could still fall below a living wage. In countries such as Chile trade union rights are often inhibited. Most workers on fruit firms in Chile, it was revealed, were afraid of joining unions for fear of being blacklisted. In addition, casual workers are prohibited from bargaining collectively for better pay and other rights.

Regionally, Barrientos, Dolan and Tallontire (2003) conducted a study on gendered value chain approach to codes of conduct in African horticulture. The study noted that codes of conduct which covered employment conditions of Southern producers exporting to European markets came to light in 1990S. They, in particular horticultural sector, linked the UK and European markets with export firms in Africa. The study also examined gender issues relative to formal employment like discrimination on sex and unequal pay. The international labour organization

(ILO) conventions have drafted clauses on non-discrimination in compensation and also on equal pay. The analysis also identified a singly UK supermarket whose code has encompassed equal pay. It is further postulated that the aforementioned codes of conduct stipulate compliance with the content of various ILO conventions including child labour, forced labour, equal pay, anti-discrimination, collective bargaining, among others.

An analysis of factors influencing employee relations in the flower industry in Kenya was conducted by Odhong and Omolo (2014). The analysis focused on Waridi Limited based in Athi River. One of the key variables under study was remuneration. The study sought to understand how the remuneration system affected employee relation at the firm. In the study and while citing the works of Armstrong (2008), remuneration was asserted to involve employees' compensation. The findings of the study indicated that the monthly salaries of unionisable employees ranged between Ksh. 4,165 to Ksh. 10,500 with mean and standard deviation of Ksh. 6,423 and Ksh. 1,669 respectively. The standard deviation indicated that the remuneration differential in the firm was relatively low. The study further established that majority of employees earned relatively low salaries given that only 1.02% of the workforce earned a salary of more than Ksh. 10,000. The foregoing results clearly indicate that the remuneration of employees working with the firm were relatively unfair.

Non-discrimination of Employees

A study commissioned by the United Nations Conference on Trade and Development (UNCTAD) and conducted by Tran-Nguyen and Zampeti (2004) focused on gender and trade in relation to opportunities and challenges for developing countries. The study was conducted in the wake of questions revolving around persistent gender inequality and discrimination against women at the workplace in spite of recognition of gender equality as a legitimate goal for humanity in general. The foregoing discrimination was observed to stem from societies, cultural, religious and family norms which have continued to limit women to certain roles and subsequently serve as hindrances to their involvement in economic life on an equal basis with their male counterparts. The study inferred that gender norms and perceptions are supposed to be challenged, failure to which discrimination against women at the workplace will persist. However, it has been observed that non-traditional agricultural exports of horticultural products tend to increasingly involve female workers, for instance, in cut flower farming in such countries as Colombia and Ecuador. This is likely to have boosted employment opportunities and wages for women.

A study on the effects of gender on trade liberalization in developing countries was carried out by Fontana in 2003. The study examined evidence on changing patterns and conditions of employment, gender gaps in wages and also intra-household reallocation of resources which are

likely to have an impact on trade liberalization in developing countries particularly in Africa. The study observed that lack of well-established property rights in land and other resources have limited the gains from trade for women in agriculture on the continent. It has been noted that wage gap based on gender and which is attributed to discrimination is smaller in sectors exposed to trade than in other sectors. Nevertheless, it has been revealed that the component of the gender wage gap attributable to employment segregation seems to be widening. Yet, it has been indicated that the evidence on the impact of trade on the gender gap in wages is not conclusive (Fontana, 2003).

In South Africa, Burger and Jafta (2006) conducted a study on labour market discrimination in post-apartheid era. The study empirically assessed the impact of post-1994 policy making on racial discrimination in the South African labour market. The study observed that there has been several remedial measures that have been implemented by the government to address these issues. They include an ambitious set of empowerment and affirmative action policies for the black people. The study further revealed that it seems that there has been a shift away from pure discrimination towards differential returns to education. The foregoing was noted to be consistent with an increasingly crucial role for the quality of education in labour market outcomes (Burger & Jafta, 2006).

A study by Manda (2004) analyzed globalization and the labour market in Kenya. The study examined the effect of globalization on the labour market outcomes in the country. The study observed that there was apparent discrimination on the pay on the informal sector when compared to the formal sector. Though employment creation was found to have greatly increased in the informal sector, most of the jobs created were found to be insecure. In addition, the aforesaid jobs were observed to pay less compared to jobs lost in the formal sector. The study further observed that economic reforms led to increased demand for skilled labour and a decline in permanent full-time workers. Less-skilled workers witnessed loss in earnings compared with highly skilled workers. Thus, there was wage discrimination in respect to the level of skills among employees.

More recently, Mutua (2014) conducted a study on the role of gender in the growth of the export horticulture sector in Kenya. The study centred on Yatta Constituency in Machakos County. The study postulated that the horticultural industry employs 70% women workers who are either semi-skilled or unskilled. These female workers are employed on casual or seasonal basis. In the study, it is further noted that there is discrimination against women in the control over economic and financial resources. Moreover, it was found that women's limited access to financial services.

Job Satisfaction

A study by Bitsch and Hogberg (2004) centred on employee retention with a special focus on components of job satisfaction of employees in green industry in the United States. The components of job satisfaction examined include interpersonal relationships, job security, supervision, family values, achievement, recognition, work itself, working conditions, organization, safety, compensation and information. The study revealed that in regard to personal relationships with superiors, employees are very satisfied with personal relationships in general. It was revealed that, employees being critical of technical skills of supervisors notwithstanding, most employees had positive personal relationships. Some employees were found to be enthusiastic about their supervisor's competence and skills.

An empirical study on job satisfaction, organizational commitment and turnover intention was conducted by Tarigan and Ariani (2015). The study was conducted in a manufacturing firm in Yogyakarta and Surakarta in Indonesia. The study indicated that there existed a positive and significant relationship between organizational commitment and job satisfaction. However, the relationship between organizational commitment and turnover intention was negative and significant. Moreover, the study established that organizational commitment is a stronger predictor of intention to turnover than job satisfaction. Furthermore, it was observed that the effect of job satisfaction on turnover intention led to inconsistent results that are influenced by many other constructs.

An investigation into job satisfaction and employee performance was carried out by Govender (2013). The investigation was a case study of Stodels Retail Nurseries in the Western Cape in South Africa. Stodels Retail Nurseries is a privately-owned retail firm specializing in horticultural products. The study observed that majority of respondents at 64% generally experienced job satisfaction. However, a significant number of employees (52.5%) expressed their dissatisfaction with pay, compensation and related benefits. In addition, 43% expressed dissatisfaction with the limited opportunities for promotions. Against this backdrop, nevertheless, the foregoing dissatisfaction failed to significantly impact on performance of employees. The study thus inferred that there was no significant relationship between job satisfaction and performance of employees.

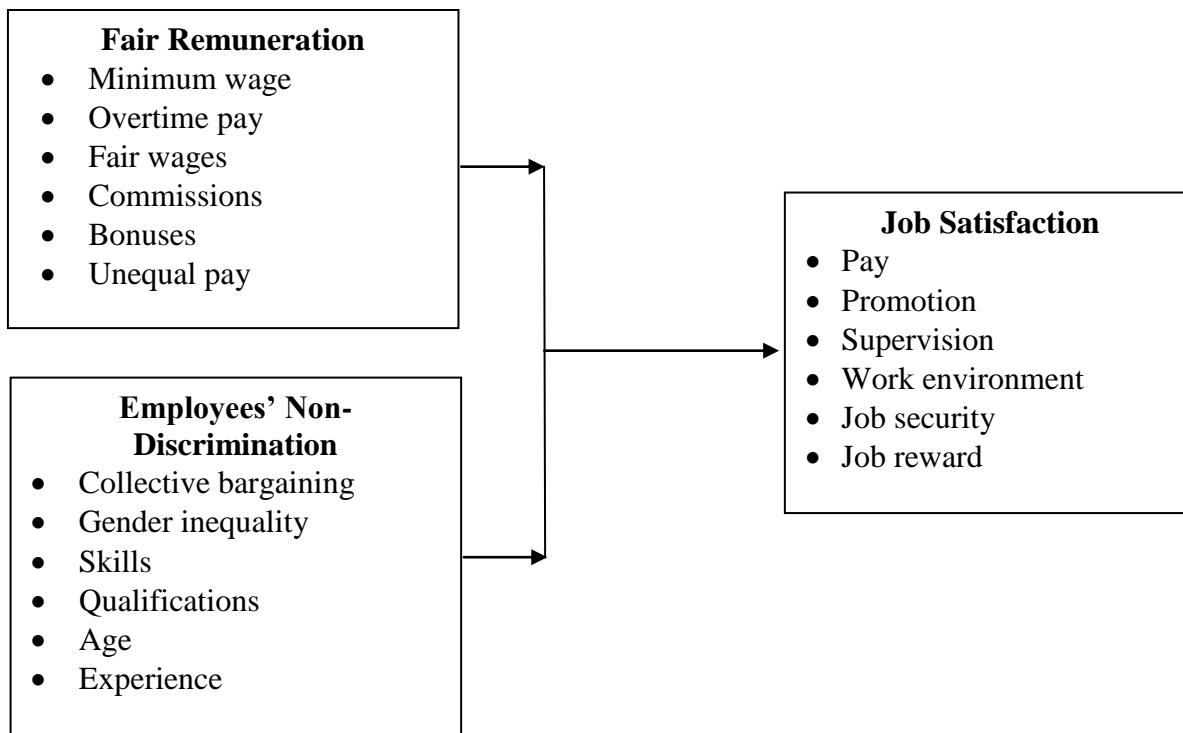
A study by Ng'ethe, Iravo and Namusonge (2013) empirically analyzed determinants of academic staff retention in public universities in Kenya. The study admitted that retention of employees was one of the key challenges facing many firms in Kenya, both in private and public sectors. In the study, it is indicated that there are several factors that influence job satisfaction. These include conducive working environment that encompasses low physical and psychological stress, facilities and also attainment work goals. These factors were observed to occasion increased job satisfaction. On the other hand, it was posited that stressful physical working

environment was likely to result in low levels of job satisfaction. The study also found that salaries, security of tenure and retirement benefits were important personal issues that were likely to affect job satisfaction.

Conceptual Framework

According to Robson (2002), a conceptual framework describes the system of concepts, assumptions, expectations and beliefs that that supports and informs a research study. In other words, a conceptual framework is a key part of research design which graphically or in narrative form explains the main things (key factors, variables or concepts) to be studied. The conceptual framework for the current study is as indicated in Figure 1.

Figure 1. Conceptual Framework



In the conceptual framework shown in Figure 1, independent variables include fair remuneration and employees' non-discrimination. The dependent variable is job satisfaction. Each of the stated variables is characterized by a set of key indicators. Fair remuneration variable is characterized by minimum wage, overtime pay, fair wages, commissions, bonuses, and unequal pay. The indicators of employees' non-discrimination include collective bargaining, gender inequality, skills, qualifications, age and working experience. The elements of job satisfaction included pay, promotion, supervision, quality of work environment, job security and job reward. It was

hypothesized that each of the afore stated independent constructs (fair remuneration and non-discrimination of employees) was related to job satisfaction.

METHODOLOGY

Research Design

A research design is employed to structure the research and also shows how all the major parts of the research function together in addressing the research problem (Trochim, 2006). The study adopted a survey research design. According to Olsen and George (2004), survey studies involve collection and analysis of data at only one point in time. In addition, these studies involve the entire population or a subset of a population from whom the data is collected with the aim of facilitating research questions of interest. The choice of survey research design was premised on the fact that this study was conducted over a specific period of time, involved a subset (sample) of study population, and moreover, the data collected facilitated addressing questions in regard to Fairtrade principles and job satisfaction in the horticultural sector in Kenya.

Target Population

According to Lavrakas (2008), the target population describes the entire set of units for which the survey data are to be employed to draw inferences. This implies that the target population is that population to which the study results are intended to be generalized. In respect to the present study the permanent employees working with horticultural farms in Kenya constituted the target population. In the same vein, the study population which refers to the population that the researcher has the capacity to access (Kothari, 2008). In the context of the present study, the study population comprised of the 11,469 employees working with Fairtrade certified horticultural firms in Naivasha Sub-County and whose distribution is as illustrated in Table 1.

Table 1: Distribution of Employees across Fairtrade Certified Farms

Horticultural Farm	No. of Employees
Oserian Development Company Ltd	4,300
Flamingo Horticulture Kenya Ltd	3,356
VegPro Horticulture Farm Naivasha	813
Nini Flowers	560
Wildfire Flowers	540
Bigot Flowers	1,000
Pando Flowers Ltd	900
Total	11,469

Sample Size

A sample is derived from the study population. According to Kothari (2008) a good sample should be a suitable representative of the study population. In this respect it was important to determine the appropriate sample size and the most suitable technique of drawing the sampled respondents from the study population.

The sample size for this study was calculated scientifically using a formula by Nassiuma (2008) as illustrated hereunder.

$$n = \frac{NC^2}{C^2 + (N-1)e^2}$$

Where;

n, N, C, and e represent sample size, study population, coefficient of variation ($21\% \leq C \leq 30\%$), and error margin ($2\% \leq e \leq 5\%$) respectively.

Therefore, the sample size was calculated as follows:

$$n = \frac{11,469(0.3)^2}{0.3^2 + (11,469-1)0.03^2}$$

$$n = 99.14$$

$$n = 100 \text{ respondents}$$

Hence, sample size comprised of 100 respondents working with Fairtrade certified horticultural firms in Naivasha Sub-County.

Sampling Technique

According to Kombo and Tromp (2010), sampling describes the procedure employed to gather people, places or things to study. In the present study the interest was in employees working with horticultural farms certified by Fairtrade. The choice of sampling method employed in a study is determined by the distribution of the respondents in terms of number and characteristics. Stratified random sampling method, which is a probability design, was employed to obtain respondents from the study population. The choice of this method was premised on the reasoning that the number of employees working with the aforementioned horticultural farms varied from one farm to the other. This method ensured that there was fair and equitable distribution of respondents across all horticultural farms regardless of their size. Table 2 shows the distribution of sampled employees across the 7 Fairtrade certified horticultural farms in Naivasha sub-County.

Table 2: Distribution of the Sampled Employees

Horticultural Farm	N	Sampling Ratio	n
Oserian Development Company Ltd	4,300	0.37	37
Flamingo Horticulture Kenya Ltd	3,356	0.29	29
VegPro Horticulture Farm Naivasha	813	0.07	7
Nini Flowers	560	0.05	5
Wildfire Flowers	540	0.05	5
Bigot Flowers	1,000	0.09	9
Pando Flowers Ltd	900	0.09	9
Total	11,469	1.00	100

Research Questionnaire

The data were collected from the sampled employees using a structured, self-designed questionnaire. According to Mugenda and Mugenda (2003) questionnaires are suitable in survey studies where the number of respondents is quite large as is the case with the present study. The questionnaire was structured in a way that it enabled collection of data pertinent to all study objectives. The questions in the questionnaire were on a five point Likert scale.

Pilot Testing

According to van Teijlingen and Hundley (2001), a pilot study describes a mini-version of a full-scale study in addition to the specific pre-testing of a given research instrument such as a questionnaire in the context of the present study. The results of the pilot study were employed to determine the validity and reliability of the research instrument. It is further stated that pilot studies are an important element of a good study design. Though not a guarantee, pilot studies increase success in the main study. The pilot study was conducted amongst randomly selected employees working with Fairtrade certified horticultural firms in Nyandarua County. The choice of this area of study was to ensure that the participants in the pilot study would effectively be excluded from the main study.

Validity Testing

According to Kimberlin and Winterstein (2008), a valid instrument is one that measures what it purports to measure. In the present study, the researcher sought to determine the content validity of the research questionnaire. Since this type of validity cannot statistically be determined (Kimberlin&Winterstein, 2008), the researcher consulted with the assigned university supervisor whose expert opinion was deemed sufficient in determining the questionnaire's validity.

Reliability Testing

Reliability is a test of internal consistency of the data collection tool. This study adopted the Cronbach alpha coefficient to test the instrument's reliability. This was due to the fact that the questionnaire had questions/statements structured on a Likert scale and also according to Kimberlin and Winterstein (2008), the Cronbach alpha is the most widely recommended test for reliability. The acceptable reliable threshold was alpha coefficient not less than 0.7 ($\alpha \geq 0.7$). In tandem, the results of the pertinent reliability test are as shown in Table 3.

Table 3: Results of Reliability Test

Variables	Test Items	Cronbach Alpha
Fair remuneration	6	0.76
Employees' non-discrimination	6	0.77
Job satisfaction	7	0.84

As shown in Table 3, all the three study variables, that is fair remuneration ($\alpha = 0.76$), employees' non-discrimination ($\alpha = 0.77$), and job satisfaction ($\alpha = 0.84$) returned alpha coefficients greater than 0.7 ($\alpha > 0.7$). Therefore, the study constructs were found to be reliable, and the research questionnaire at large was also deemed reliable for use in data collection for the main study.

Data Collection Procedure

The researcher obtained an introductory letter from the university in order to be able to start the data collection process. Moreover, the researcher sought the consent of the senior management of the targeted horticultural farms in Naivasha Sub-County. The structured questionnaire was administered on the respondents by the researcher herself. The questionnaires were filled on the spot where majority of the respondents were taken through the content of the instrument due to their limited level of literacy.

Data Analysis Approach

The data collected were processed and analyzed using the Statistical Package for Social Sciences (SPSS) Version 24 software. The following regression model was adopted.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where:

Y	represents	Job satisfaction
β_0	represents	constant
X_1	represents	Fair remuneration

X_2	represents	Employee non-discrimination
ε	represents	Error term
$\beta_1, \beta_2,$	represent	Regression coefficients

FINDINGS AND DISCUSSIONS

Response Rate

Response rate refers to the number of filled questionnaires that are returned in comparison to the total number of questionnaire initially issued to the respondents (Nulty, 2008). In the context of this study, the researcher issued a total of 100 questionnaires. Seventy-eight questionnaires were filled and returned. This translated to 78% response rate. The response rate was considered adequate since according to Blair, Czaja & Blair (2013), in employee surveys 60% to 90% response rate is considered sufficient.

Descriptive Analysis

The study looked into the views or perceptions of employees working with Fairtrade certified farms in Naivasha sub-County in respect to selected Fairtrade principles and job satisfaction. The examined Fairtrade principles included fair remuneration, forced labour, employees' non-discrimination principle, and physical working conditions.

Descriptive Analysis for Fair Remuneration

The study examined various facets of fair remuneration as part of Fairtrade principles. The issues looked into and the opinions of the sampled employees in respect to the same are as shown in Table 4.

Table 4: Descriptive Statistics for Fair Remuneration

	n	Min.	Max.	Mean	Std. Dev.
There is minimum wage for all employees working in the horticultural sector	78	1	5	4.00	1.044
Workers are paid for overtime whenever they work beyond the normal working hours	78	2	5	3.90	.961
The salaries and wages given to employees working with horticultural farms vary from one employee to the other	78	1	5	3.46	1.402
The pay by horticultural farms is fair in respect to prevailing living standards	78	1	5	2.87	1.371
Workers of horticultural farms are entitled to commissions	78	1	5	2.72	1.494
Employees of horticultural farms are given bonuses at the end of financial year	78	1	4	2.10	1.135

The study found out that employees averagely agreed that there was minimum wage for all employees working in the horticultural sector (mean = 4.00; std dev = 1.044). It was also admitted that workers were paid for overtime whenever they worked beyond the normal working hours (mean = 3.90; std dev = 0.961). The study noted that it was quite unclear whether the salaries and wages given to employees working with horticultural farms varied from one employee to the other (mean = 3.46; std dev = 1.402). However, in respect to these assertion, majority of employees agreed with the foregoing assertion. It was further indicated that employees held varied opinions in regard to the proposition that the pay by horticultural farms was fair in respect to prevailing living standards (mean = 2.72; std dev = 1.371); and that employees of horticultural farms were given bonuses at the end of financial year (mean = 2.10; std dev = 1.135). Indeed, in respect to these two propositions, most of the sampled employees disagreed.

Descriptive Analysis for Non-Discrimination of Employees

The study further looked into the views of the sampled employees regarding non-discrimination of employees working with Fairtrade certified farms in Naivasha sub-County, Kenya. Table 5 shows the pertinent descriptive findings.

Table 5: Descriptive Statistics for Employees' Non-Discrimination

	n	Min.	Max.	Mean	Std. Dev.
Employees in the horticultural sector benefit from collective bargaining	78	1	5	3.23	1.537
Semi-skilled and unskilled workers are discriminated against particularly in regard to their pay	78	1	5	2.92	1.484
Highly qualified employees are given more benefits financial and non-financial as compared to workers with low qualifications	78	1	5	2.85	1.487
Experienced workers get better benefits than new and inexperienced employees in the horticultural sector	78	1	5	2.54	1.365
Women are discriminated against in horticultural farms	78	1	5	2.41	1.343
Workers receive preferential treatment in horticultural farms based on their age	78	1	5	2.28	1.138

It was indicated that the sampled employees were generally uncertain regarding employees in the horticultural sector benefitting from collective bargaining (mean = 3.23; std dev = 1.537). This implied that there are those who concurred with the assertion while a considerable number disputed the same. It was very probable that the employees that admitted to benefitting from collective bargaining were those on permanent and pensionable basis while the seasonal workers

are the ones who were likely to dispute benefitting from such bargaining. Moreover, it was observed that almost in equal numbers, the sampled employees admitted and disputed that semi-skilled and unskilled workers were discriminated against particularly in regard to their pay (mean = 2.92; std dev = 1.484). It was also not certain whether highly qualified employees were given more benefits both financial and non-financial as compared to workers with low qualifications (mean = 2.85; std dev = 1.487). It was also unclear if experienced workers got better benefits than new and inexperienced employees in the horticultural sector or not (mean = 2.54; std dev = 1.365). The sampled employees, nevertheless, disagreed that women were discriminated against in horticultural farms (mean = 2.41; std dev = 1.343). It was further disputed (mean = 2.28; std dev = 1.138) that workers received preferential treatment in horticultural farms based on their age.

Descriptive Analysis for Job Satisfaction

The study also examined the views of the employees working with Fairtrade certified horticultural farms in respect to job satisfaction. The findings in this regard are presented in Table 6. The study was interested in understanding how satisfied the aforesaid employees were with the various issues at the work place as outlined in Table 6. The levels of satisfaction started from extremely dissatisfied, dissatisfied, neutral, satisfied, to extremely satisfied, respectively.

Table 6: Descriptive Statistics for Job Satisfaction

	n	Min.	Max.	Mean	Std. Dev.
My working hours	78	2	4	3.00	.721
The physical work conditions	78	1	4	2.90	1.088
How I am supervised	78	1	4	2.90	.877
The recognition for good work	78	1	4	2.72	.820
My job security	78	1	4	2.67	.832
My prospects of promotion	74	1	4	2.59	.950
My rate of pay	78	1	4	2.36	.868

The study revealed that majority of the employees working with Fairtrade certified farms in Naivasha sub-County were neither satisfied nor dissatisfied with the working hours (mean = 3.00; std dev = 0.721). However, as shown in Table 4.12, there was no employee who admitted to being extremely dissatisfied or extremely satisfied with the working hours. The study also noted that, on average, employees were held neutral level of satisfaction (neither satisfied nor dissatisfied) with, physical working conditions (mean = 2.90; std dev = 1.088), how they were supervised (mean =

2.90; std dev = 0.877), recognition for doing good work (mean = 2.72; std dev = 0.820), job security (mean = 2.67; std dev = 0.832), and prospects of promotion (mean = 2.59; std dev = 0.950). It was imperative to note that there more people who were dissatisfied than those who were satisfied with physical working conditions, how they were supervised, recognition for doing good work, job security and prospects of promotion. Lastly, the employees generally admitted that they were dissatisfied (mean = 2.36; std dev = 0.868) with the rate of pay they received from the Fairtrade certified farms.

Inferential Analysis

This part focuses on the relationship between predictor variables as represented by the Fairtrade principles of fair remuneration and non-discrimination of employees and the dependent variable which was job satisfaction. Moreover, in this section, the study examines the extent of the influence of the foregoing principles on job satisfaction.

Relationship between Fairtrade Principles and Job Satisfaction

The study further examined the relationship between Fairtrade principles and job satisfaction. Using Pearson's correlation analysis as shown in Table 7 and Table 8, the study analyzed the relationship between the Fairtrade principles of fair remuneration and non-discrimination of employees, on one hand, and job satisfaction on the other.

Table 7: Relationship between Fair Remuneration and Job Satisfaction

		Job Satisfaction
Fair Remuneration	Pearson Correlation	.073
	Sig. (2-tailed)	.526
	n	78

The study as shown in Table 7, established that there existed positive, weak and statistically not significant relationship between fair remuneration and job satisfaction among Fairtrade certified horticultural farms in Naivasha sub-County ($r = 0.073$; $p > 0.05$). The findings were interpreted to mean that though increasing the fairness of employee remuneration was likely to enhance job satisfaction, the relationship was too weak and not significant to draw much attention.

Table 8: Relationship between Employee Non-Discrimination and Job Satisfaction

Employee Non-Discrimination	Job Satisfaction	
	Pearson Correlation	.524**
	Sig. (2-tailed)	.000
	n	78

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

The study further observed (Table 8) that the relationship between non-discrimination of employees and job satisfaction was positive, moderate and statistically significant ($r = 0.524$; $p < 0.05$). In other words, as the employees working with Fairtrade certified farms became more non-discriminated, the more the job satisfaction was likely to be, and the reverse was also true.

Influence of Fairtrade Principles on Job Satisfaction

Furthermore, the study evaluated the extent to which the selected Fairtrade principles influenced job satisfaction. This was realized through pertinent regression analysis as shown in Tables 9, 10, and 11.

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.540 ^a	.292	.253	.53712

a. Predictors: (Constant), Fair Remuneration, Employees' Non-Discrimination

The results indicated in Table 9 show the results of relationship between the combined Fairtrade principles and job satisfaction, and the coefficient of determination (R^2). According to the findings, it was established that there existed a positive and moderate relationship between the selected Fairtrade principles and job satisfaction ($R = 0.540$). The study also revealed according to the results of coefficient of determination ($R^2 = 0.292$) that 29.2% of job satisfaction could be attributed to the studied Fairtrade principles (fair remuneration and non-discrimination of employees). The results of the analysis of variance as depicted by Table 10 shows that the relationship between Fairtrade principles and job satisfaction was statistically significant ($F = 7.519$; $p < 0.05$). These findings further justified the importance of adhering to Fairtrade principles in order to enhance job satisfaction in Fairtrade certified horticultural farms.

Table 10: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8.677	4	2.169	7.519	.000 ^a
Residual	21.061	73	.289		
Total	29.738	77			

a. Predictors: (Constant), Fair Remuneration, Employees' Non-Discrimination

b. Dependent Variable: Job Satisfaction

The findings indicated in Table 11 outlines the results of diagnostic tests as presented by collinearity statistics, regression coefficients, and results of t-statistics.

Table 11: Influence of Fairtrade Principles of Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	3.795	.482		7.868	.000		
Fair Remuneration	.085	.091	.096	.935	.353	.926	1.079
Employees' Non-Discrimination	.277	.113	.463	2.452	.017	.272	3.678

a. Dependent Variable: Job Satisfaction

Diagnostic tests were conducted in order to show the suitability of the regression model illustrated below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

The importance of the tests was to assess the independence of each of the studied Fairtrade principles in relation to their individual influence on job satisfaction. The results of the tests were presented in form of collinearity statistics, that is tolerance levels, and variance inflated factors (VIF). The collinearity threshold according to Freund and Littell, 2000 is $VIF < 10$ or tolerance level greater than 0.1. As shown in Table 11, it is clear that all the predictor variables (fair remuneration and non-discrimination of employees) returned VIF less than 10 and tolerance levels greater than 0.1. The findings implied that none of the predictor variables was prone to multicollinearity problems. Interpretatively, each of the Fairtrade principles was able to influence job satisfaction without depending on the other principle. The results of diagnostic tests justified the adoption of the aforesaid regression model.

The regression model was interpreted as shown below.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

$$Y = 3.795 + 0.085X_1 + 0.277X_2$$

The above regression coefficients implied that in order to improve job satisfaction by a one unit, it was imperative to ensure that fair remuneration was increased by 0.085 unit, and non-discrimination of employees increased by 0.277 unit. However, other factors had to be held constant (3.795). According to the findings, non-discrimination of employees at the workplace was observed to be the most significant and crucial Fairtrade principle while fair remuneration was the least significant.

The results of the T-test statistics as indicated in Table 11 helped in testing the null hypotheses. The first null hypothesis (H_{01} : There is no significant influence of fair remuneration on job satisfaction in horticultural sector in Naivasha Sub-County) was tested. The result of t-test statistics returned ($t = 0.935$; $p > 0.05$). The foregoing results indicated that the influence of fair remuneration on job satisfaction was not statistically significant. Therefore, the first null hypothesis failed to be rejected. The second null hypothesis (H_{02}) stated that there is no significant influence of employee non-discrimination on job satisfaction in horticultural sector in Naivasha Sub-County. The results of the t-test statistics returned ($t = 2.452$; $p < 0.05$). The foregoing results implied that the influence of employee non-discrimination on job satisfaction was found to be statistically significant. As such, the second null hypothesis was rejected.

SUMMARY

The study established that there was minimum wage for all employees working in the horticultural sector and that workers were paid for overtime whenever they worked beyond the normal working hours. It was noted that it was quite unclear whether the salaries and wages given to employees working with horticultural farms varied from one employee to the other. It was further indicated that employees held varied opinions in regard to the proposition that the pay by horticultural farms was fair in respect to prevailing living standards, and that employees of horticultural farms were given bonuses at the end of financial year. The study also that though increasing the fairness of employee remuneration was likely to enhance job satisfaction, the relationship was too weak and not significant to draw much attention.

It was indicated that it was generally uncertain regarding employees in the horticultural sector benefitting from collective bargaining. Moreover, it was observed it was either admitted or disputed that semi-skilled and unskilled workers were discriminated against particularly in regard to their pay. It was also not certain whether highly qualified employees were given more benefits both financial and non-financial as compared to workers with low qualifications. It was also unclear if

experienced workers got better benefits than new and inexperienced employees in the horticultural sector or not. The study observed that women were not discriminated against in horticultural farms. The study further noted that workers did not receive preferential treatment in horticultural farms based on their age. In addition, it was established that as the employees working with Fairtrade certified farms became more non-discriminated, the more the job satisfaction was likely to be.

The study revealed that majority of the employees working with Fairtrade certified farms in Naivasha sub-County were neither satisfied nor dissatisfied with the working hours. The study also noted that, employees were neither satisfied nor dissatisfied with, physical working conditions, how they were supervised, recognition for doing good work, job security, and prospects of promotion. Lastly, it was noted that employees were dissatisfied with the rate of pay they received from the Fairtrade certified farms. The study underscored the importance of adhering to Fairtrade principles in order to enhance job satisfaction on Fairtrade certified horticultural farms. It was observed that non-discrimination of employees at the workplace was the most significant and crucial Fairtrade principle while fair remuneration was the least significant.

CONCLUSIONS

The study concluded that there was minimum wage for all employees working in the horticultural sector. It was also inferred that employees were entitled to overtime payment whenever they worked beyond the set timelines. According to the findings, it was concluded that some Fairtrade certified farms gave their employees bonuses. Moreover, it was deduced that fair remuneration was an important principle of Fairtrade in respect to enhancing job satisfaction.

It was concluded that there were some employees who benefitted from collective bargaining while others did not. In tandem, it was inferred that most probably the employees on permanent and pensionable terms are the ones who were likely to benefit from collective bargaining as opposed to seasonal casual labourers whose benefits were likely to be far much fewer. It was also noted that there were some farms that considered the experience and qualifications of the employees relative to their pay, while in others there was no discrimination regarding qualifications and experience of the workers.

RECOMMENDATIONS

The study recommended that the management and particularly the human resource department should ensure that there is a minimum wage for all employees which ought to be commensurate to the prevailing living standards. It is also imperative and paramount for Fairtrade certified farms to pay their workers overtime payment for working beyond the time agreed on the contract they

signed with the farm. In general, the farms should ensure that the remuneration package is fair in all dimensions including when compared to other subsectors in Agriculture.

It is recommended that none of the employees whether on temporary or permanent and pensionable basis should be discriminated against. In this respect, all of them are supposed to benefit from collective bargaining. The Fairtrade certified farms should further encourage their workers to join workers' unions in order to benefit from collective bargaining. However, it is important to consider the qualifications and experience of workers when remunerating and promoting them. Yet, performance of employees should take precedence.

LIMITATIONS OF THE STUDY

The study was faced by a number of limitations. Most of the employees working with Fairtrade certified farms in Naivasha sub-County were semi-literate. This made it quite hard for them to fill in questionnaires as per instructions. In view of this, the researcher was obliged to take the respondents through the questionnaire where the questions were read and interpreted to them. Another challenge was on the fact that majority of the aforesaid employees were casual labourers. This implied that the questionnaires could have been left with the respondents. To this effect, the researcher administered the questionnaires and collected the filled ones on the spot.

SUGGESTIONS FOR FURTHER STUDIES

Areas suggested for further research include examining the relationship between other Fairtrade principles (not addressed in this study) and job satisfaction in horticultural farms. It is also important to determine the various factors that influence terms of remuneration in organizations. It is also recommended to conduct a comparative study on the levels of job satisfaction among permanent and pensionable employees, and seasonal workers in horticultural farms. Moreover, it is advisable to carry out a study on the benefits of collective bargaining to employees particularly in the public sector.

REFERENCES

- Armstrong, M. (2008). *A Handbook of Human Resource Management Practice*. London: Kogan Page Limited.
- Auto, D.H. (2003). Lecture Note: The Economics of Discrimination – Theory. Retrieved on January 20, 2017 from: <http://economics.mit.edu/files/553>.
- Barrientos, S., Dolan, C., & Tallontire, A. (2003). A gendered value chain approach to codes of conduct in African horticulture. *World Development*, 31(9), 1511–26.
- Becker, G. (1964). Human Capital. Retrieved on January, 14, 2016 from: <http://www.econlib.org/library/Enc/HumanCapital.html>.

- Becker, G. (1994). *Human Capital: A Theoretical and Empirical Analysis with Special Reference to Education*. Chicago: The University of Chicago Press.
- Bitsch, V., & Hogberg, M. (2004). *Employee Retention: Components of Job Satisfaction of Green Industry Employees*. A paper presented at the American Agricultural Economics Association Annual Meeting, Denver, Colorado, U.S.A.
- Blair, J., Czaja, R. F., & Blair, E. A. (2013). *Designing surveys: A guide to decisions and procedures*. Sage Publications.
- Burger, R., & Jafta, R. (2006). *Returns to race: Labour market discrimination in post-apartheid South Africa*. Stellenbosch Economic Working Papers, 04/06.
- Fairtrade International (2012). *Monitoring the Scope and Benefits of Fairtrade*. (4th Ed.). Bonn: Fairtrade International.
- Fontana, M. (2003). *The Gender Effects of Trade Liberalization in Developing Countries: A Review of the Literature*. DPhil thesis, University of Sussex, Sussex, United Kingdom.
- Govender, D.M. (2013). *An Investigation into Job Satisfaction and Employee Performance at Stodels Retail Nurseries – A Case Study*. Magister Technologiae project, Durban University of Technology, South Africa.
- Kelly, J. (2008) *Rethinking Industrial Relations: Mobilization, Collectivism and Long Waves*. London: Routledge.
- Kimberlin, C.L., & Winterstein, A.G. (2008). *Research fundamentals*. Am J Health-SystPharm, 65.
- Kombo, D.K., & Tromp, D.L.A. (2010). *Project and Thesis Writing*. Nairobi: Paulines Publications Africa.
- Kothari, C.R. (2004). *Research Methodology: Methods and Techniques*, (2ndEd.). New Dehli: New Age International Publishers Ltd.
- Kothari, C. R. (2008). *Research Methodology: Methods and Techniques*. New Delhi: Wiley.
- Lavrakas, P.J. (2008). *Encyclopaedia of survey research methods*. Retrieved January 19, 2016 from <http://methods.sagepub.com/reference/encyclopedia-of-survey-research-methods/n571.xml>.
- Loconto, A., & Simbua, E. (2012). *Making room for smallholder cooperatives in Tanzanian tea production: Can Fairtrade do that?* Journal of Business Ethics, 108(4), 451–465.
- Manda, D.M. (2004). *Globalization and the Labour Market in Kenya*. Nairobi: Kenya Institute for Public Policy Research and Analysis.
- Man-Kwu, C. (2013). *Informal workers in global horticulture and commodities value chains: A review of literature*. WIEGO Working Paper No. 28.
- Mugenda, O., & Mugenda, A. (2003). *Research Methods: Quantitative & Qualitative approaches*, Nairobi: Acts Press.
- Mutua, B.N. (2014). *Role of Gender on the Growth of the Export Horticulture Industry in Kenya: A Case of Yatta Constituency, Machakos County*. MA project, University of Nairobi, Kenya.
- Nassiuma, K. (2008). *Survey sampling: Theory and methods*. Nairobi: Nairobi University Press.
- Nelson, V., & Martin, A. (2013, October). *Final technical report: Assessing the poverty impact of sustainability standards*. Report presented to the Department for International Development, Natural Resources Institute, University Of Greenwich, United Kingdom.
- Ng'ethe, J.M., Iravo, M.E., & Namusonge, G.S. (2013). *Determinants of academic staff retention in public universities in Kenya: Empirical Review*. International Journal of Humanities and Social Science, 2(13), 205-212.
- Nulty, D.D. (2008). *The adequacy of response rates to online and paper surveys: What can we do? Assessment & Evaluation in Higher Education*, 33(3), 301-314.
- Odhong, E.A., & Omolo, J. (2014). *An analysis of the factors affecting employee relations in the flower industry in Kenya: A case of Waridi Ltd, Athi River*. International Journal of Business and Social Science, 5(11/1), 147-160.

- Olsen, C., & George, D.M.M. (2004). Cross-sectional study design and data analysis. Retrieved on January 20, 2017 from: http://www.collegeboard.com/prod_downloads/yes/4297_MODULE_05.pdf.
- Otieno, B.B.A., Waiganjo, E.W., & Njeru, A. (2015). Effect of employee engagement on organization performance in Kenya's horticultural sector. *International Journal of Business Administration*, 6(2), 77-85.
- Robson, C. (2002). *Real World Research*. (2nd Ed.). MA, US: Blackwell Publishing.
- Srija, A. (2014). Implementation of the Minimum Wages Act, 1948 – Case study of India. *Global Journal of Human-Social Science*, 14(7), 1-10.
- Schultz, T. W. (1961). Investment in human capital. *American Economic Review*, 51, 1-17.
- Tallontire, A.M. (2015). Fair Trade and Development in African Agriculture. In: Reynolds L; Bennett, E (Ed) *Handbook of Research on Fair Trade*, Edward Elgar.
- Tarigan, V., & Ariani, D.W. (2015). Empirical study relations job satisfaction, organizational commitment, and turnover intention. *Advances in Management & Applied Economics*, 5(2), 21-42.
- Tran-Nguyen, A., & Zampeti, B. (2004). *Trade and Gender: Opportunities and Challenges for Developing Countries*. Geneva: UNCTAD.
- Trochim, W.M.K. (2006). *Research Methods Knowledge Base*. Accessed on January, 2017 from: <http://socialresearchmethods.net/kb/design.php>.
- van Teijlingen, E.R., & Hundley, V. (2001). The importance of pilot studies. *Social Research Update*, 35. Retrieved on January 23, 2016 from: <http://sru.soc.surrey.ac.uk/SRU35.html>.
- Venkatasubramanian, V. (2009). What is fair pay for executives? An information theoretic analysis of wage distributions. *Entropy*, 11, 766-781.
- Wetherell, K.M. (2002). *Principal Leadership Style and Teacher Job Satisfaction*. PhD thesis, Seton Hall University, New Jersey, United States.
- World Fair Trade Organization (2011). *Fairtrade by the Numbers: Key Data for 2009-11*. Retrieved on January, 12, 2016 from: http://www.fairtrade.net/fileadmin/user_upload/content/2009/resources/2012-02_Fairtrade_ByTheNumbers_2009-11.pdf
- World Fair Trade Organization (2013). *10 Principles of Fair Trade*. Retrieved on January, 5, 2016 from: <http://wfto.com/fair-trade/10-principles-fair-trade>.
- World Fair Trade Organization (2019). *Fairtrade International Annual Report 2015-2016*. Retrieved on January, 5, 2016 from: <http://wfto.com/fair-trade/10-principles-fair-trade>