

EFFECT OF EMPLOYEE BENEFITS ON ORGANISATIONAL PERFORMANCE

A CASE STUDY OF KAMPALA QUALITY PRIMARY SCHOOL, KIKAAAYA

BY

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Dedication

I dedicate my dissertation work to my family and many friends. A special feeling of gratitude to my loving sisters and brothers, Eva Natabi, Dr. Abby Sebina zziwa, George William, Victo Nalule and Harriet for their words of encouragement My Nephews Ceaser, Shawn, Malcolm, Sydney have never left my side and are very special. I also dedicate this dissertation to my many friends and church family who have supported me throughout the process. I will always appreciate all they have done, especially Beaky and Wanzu for helping me develop my spiritual life. I dedicate this work and give special thanks to my best friend Ingabire Bridget and her friends for being there for me throughout the entire process. All of you have been my best cheerleaders.

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Table of Contents

Declaration	ii
Approval	iii
Dedication	iv
Acknowledgement	v
Table of Contents	vi
List of Tables	ix
List of Figures	x
List of Abbreviations	xi
Abstract	xii
CHAPTER ONE	1
INTRODUCTION.....	1
1.0 Introduction.....	1
1.1 Background of the study	1
1.1.1 Historical Background.....	1
1.1.2 Conceptual Background	3
1.1.3 Contextual Background.....	4
1.2 Problem Statement	6
1.3 purpose of study	7
1.4 Objectives of the study.....	7
1.4.1 General objective	7
1.4.2 Specific objectives.....	7
1.5 Research questions	8
1.6 Hypotheses of the study	8
1.7 Scope of the Study	8
1.7.1 Geographical scope	8
1.7.2 Time scope	8
1.7.3 Content Scope	9
1.8 Significance of the study.....	9
1.9 Justification	9

1.10 Conceptual Framework.....	11
1.11 Definition of Key Terms.....	12
CHAPTER TWO: LITERATURE REVIEW.....	13
2.0 Introduction.....	13
2.1 Organizational performance.....	13
2.2 Employee Benefits.....	14
2.3 Theoretical review.....	18
2.2 Empirical review.....	20
2.2.1 Paid sick leave and Organisational performance.....	20
2.2.2 Pension and Organisation performance.....	22
2.2.3 Health insurance and organizational performance.....	22
2.2.4 Housing and Organisational performance.....	25
CHAPTER THREE.....	26
METHODOLOGY.....	26
3.0 Introduction.....	26
3.1 Research Design.....	26
3.2 Study Population.....	27
3.3 Study Area.....	27
3.4 sampling method.....	27
3.5 Type of data to be collected.....	27
3.6 data collection tools.....	28
3.6.1 Questionnaires.....	28
3.6.2 Interview.....	28
3.7 Process of data Analysis.....	28
3.8 Result Presentation Method/ Procedure.....	29
3.9 validity and reliability of data collection tools.....	29
3.9.1 Validity.....	29
3.9.2 Reliability.....	30
3.10 Ethical considerations.....	30

3.11 limitation of the study	31
3.13 Conclusion	31
CHAPTER FOUR.....	32
PRESENTATION, DISCUSSION AND ANALYSIS OF FINDINGS	32
4.0 Introduction.....	32
4.1 Background of the respondents.....	32
4.1.1 Gender of the respondents.....	32
4.1.2 Age distribution of the respondents.....	34
4.1.2 Level of education.....	35
4.2 Paid sick leave and Organisational Performance.....	36
4.3 Pension and Organisation performance	40
4.4 Health insurance and organizational performance.....	44
4.5 Housing and Organisational performance.....	48
4.6 Chi-Square tests between employee Benefits and organization performance	51
4.7 Multivariate Analysis.....	52
CHAPTER FIVE	54
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	54
5.0 Introduction.....	54
5.1 Summary of the findings.....	54
5.1.1 Paid sick leave and Organisational Performance	54
5.1.2 Pension and Organisation performance.....	54
5.1.3 Health insurance and organizational performance.	55
5.1.4 Housing and Organisational performance.....	55
5.2 Conclusions.....	55
5.3 Recommendations.....	56
5.4 Areas for further study	57
REFERENCES	58
Appendix 1: Questionnaire	64
Appendix II: Interview Guide.....	69

List of Tables

Table 4. 1: Age distribution	34
Table 4. 2: Level of education	35
Table 4. 3: Showing the Paid sick leave and Organisational performance.....	36
Table 4. 4: Correlation results of Sick pay and organizational performance.....	39
Table 4. 5: Showing the Effect of Pension and Organisation performance	40
Table 4. 6: Correlation results of Pension and organizational performance.....	42
Table 4.7: Health insurance and organizational performance	44
Table 4.8: Correlation results of Health Insurance and organizational performance	46
Table 4. 9: Showing Housing and Organisational performance	48
Table 4. 10: Correlation results of Housing and organizational performance	50
Table 4. 11: Chi-Square tests between employee Benefits and organization performance.....	51
Table 4.12: coefficients for the regression equation	52
Table 4. 13: showing the ANOVA and the coefficients of the regression results	53

List of Figures

Figure 1. 1: Conceptual Framework	11
Figure 2. 1: Diagrammatic representation of the Two factor theory.....	19
Figure 4. 1: Gender of the respondents	33

List of Abbreviations

- EPF:** Employees Provident Fund
- HTFT:** Herzberg's Two Factor Theory
- NSSF:** National Social Security Fund
- SPSS:** Statistical Package for Social Sciences.

Abstract

The study determined whether employee benefits are associated with organizational performance. The Specific objectives included to: establish the relationship between sick pay leave and organization performance, establish the relationship between pensionable employment and organization performance, establish the relationship between Health Insurance and organization performance and establish the relationship between Providing Housing and organization performance. The study adopted a case research design using both qualitative and quantitative research paradigms, sampling a total of 50 respondents. The study used questionnaires and interview guide to collect data which was analyzed and presented in tabular tables inform of percentage, frequencies, means, standard deviation and determined the Pearson's moment's co relational coefficients. The study revealed that Workers that are offered paid sick leave are normally cling to their jobs and that employees that are paid sick days are less likely to seek other employment elsewhere. In addition to the fact that paid sick leave reduces job instability. It is also seen that that pension provides a replacement of income to employees who lose their regular income and that pension improves the morale of the employees towards achieving organisational goals. Additionally, Health insurance helps to protect employees and their families against catastrophic, reduces turnover of employees and commits the employee to their jobs. Housing allowance enhances the organizations capability of attracting and retaining competent workers and also that Housing allowance improves employee security. It was also revealed from the study that it also makes the employee feel they are members of the organisation and that it also leads to easy supervisions. Finally, it was recommend that there is reason to analyse the reward system of teachers, other strategies should not be neglected in enhancing teacher satisfaction and commitment which are as important to driving employee performance. An employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization

CHAPTER ONE: INTRODUCTION

1.0 Introduction

1.1 Background of the study

This paper seeks to interrogate the effects of employment benefits on organizational performance. In this chapter, the researcher presents a background to the study, the research problem, the objectives, research questions and hypothesis, conceptual framework, scope of the study, justification of the study, its significance and definition of key terms.

1.1.1 Historical Background

The origin of employees' schemes was the provision of economic support by an employer for his employees when wages or salary was terminated or insufficient to support themselves or their family during contingencies. However the concept of the traditional occupational employee benefits has been greatly extended. The employees frequently provide more than a basic economic security and are commonly used as incentives for employees. Although the employer faced with increasing expenditure for this provision, some established and big size companies provide a wider range of benefits to their employees from the basic form of economic support to the luxurious type of benefits. The employee benefits become essential if employee satisfaction to be maintained and employee commitment is to be increased.

Globally each Organization strives to achieve its goals by setting objectives that employees aim to achieve. However, setting these objectives cannot be achieved without engaging the employees of a given organization, motivating employees, job satisfaction, commitment of the employees and effective human resource practices at large. As a way of increasing employee

productivity and subsequently organizational productivity, Leblebici (2012) highlights high salaries and employee benefits as the most likely way of attracting and retaining employees.

It has been discovered that Employee benefits had its roots in the industrial revolution which created the modern employment relationship by spawning free labour markets and large-scale industrial organizations with thousands of wage workers. As society wrestled with these massive economic and social changes, labour problems arose. Low wages, long working hours, monotonous and dangerous work, and abusive supervisory practices led to high employee turnover, violent strikes, and the threat of social instability. These led to various labour unions calling for organizations to compensate employees accordingly.

Intellectually, industrial relations were formed at the end of the 19th century as a middle ground between classical economics and Marxism, with Sidney Webb and Beatrice Webb's Industrial Democracy being the key intellectual work. Industrial relations thus rejected the classical econ. Institutionally, employee relation was founded by John R. Commons when he created the first academic industrial relations program at the University of Wisconsin in 1920. Early financial support for the field came from John D. Rockefeller, Jr. who supported progressive labour-management relations in the aftermath of the bloody strike at a Rockefeller-owned coal mine in Colorado.

In Britain, another progressive industrialist, Montague Burton, endowed chairs in industrial relations and employee benefits at Leeds, Cardiff and Cambridge in 1930, and the discipline was formalized in the 1950s with the formation of the Oxford School by Allan Flanders and Hugh Clegg. Employee benefits and organizational relations were formed with a strong problem-solving orientation that rejected both the classical economists' laissez faire solutions to labour

problems and the Marxist solution of class revolution. It is this approach that underlies the New Deal legislation in the United States, such as the National Labour Relations Act and the Fair Labour Standards Act

Employee benefit include various types of non-wage compensation provided to employees in addition to their normal wage of salaries BLS information 2001, Examples of these benefits include: housing which is employer-provided or employer-paid, group insurance

Companies who offer employment benefit seek to raise employee satisfaction, corporate loyalty, and worker retention by providing valuable benefits that go beyond a base salary figure.

1.1.2 Conceptual Background

Organizations offer employee benefits as a step towards improving the working environment of the employees. Roelofsen (2002) shows the improvement of the working conditions positively correlate with reduced complaints and absenteeism at work and consequently increases both employee and organizational productivity and performance. According to Richard et al. (2009) organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.).

Employee benefits represent one of the largest investments a company makes in its talent. These are offered as a way of bettering employment relationship, providing employees with financial protection, access to health care and programs and to support work/life balance (Kwon et al., 2013).

Organizations that have total rewards frameworks that incorporate employee benefits have a positive impact on attraction, retention and engagement of employees and thus help to manage cost and volatility (Kwon et al., 2013). Another research indicates that improving the working environment reduces complaints and absenteeism while increasing productivity (Roelofsen, 2002).

Organizations offer employee benefits in order to increase employee satisfaction (Bonke and Browning, 2003). Employee satisfaction is positively associated with the employees' intent to remain with the organization (Light & Joel, 2004) and negatively related to intention to quit and turnover (Levy-Garboua et al., 2004). Therefore provision of employee benefits increases the likelihood of an organization attaining its organizational objectives and consequently organizational effectiveness and productivity.

It has therefore become imperative that every organization that aims to achieve organizational goals must adopt a cost-effective reward system incorporating employee benefits to motivate employees towards improved productivity, while at the same time efficiently and effectively utilizing the organization's resources (Tatnaik&Padhi, 2012).

Organizations offer varying forms of employee benefits some of which are mandatory and others are on mandatory (Soon Yew et al., (2008). Mandatory employee benefits are those benefits that are stipulated under the law while no mandatory benefits are those that are not required by the law but are provided by the employer.

1.1.3 Contextual Background

The Employment Act of Uganda that was enacted in 2006 provides the guidelines for the provision of the mandatory employee benefits. Under this Act, an employer is by law required to

offer an annual leave and a paid public holiday on each public holiday during the course of his or her employment. In addition to the leave days, the employee is by law required to offer employee benefits such as paid sick leave, maternity leave of sixty working days and a paternity leave of four working days.

The law in Uganda through The Uganda Retirement Benefits Authority Act 2011 and prospective enactment of The Retirement Benefits Sector Liberalization Bill 2012 requires employers to help their employees in saving for the future of their employees. In addition to these laws, the Workers Compensation Act CAP 225 also requires mandatory social security contributions by the employer.

Many organizations offer paid annual leave days for instance some organizations offer 20 days of paid leave annually, an additional paid leave day during Christmas/New Year while other organizations offer options to take leave at half or full pay. Many other organizations including the public sector in Uganda offer career leave days and personal leave days that are accrued annually for sickness or to care for a family or household member. These employee benefits may as well be seen as work/life balance and are associated with many benefits to both the employer and the employee.

Besides these mandatory benefits, some organizations in Uganda offer non mandatory employee benefits such as medical insurance. These benefits aim at attracting and motivating recruited employees to stay with an organization.

In addition to this, some organizations offer at least two days of paid bereavement leave per occasion if there is a death in an employee's immediate family or household while casual employees may have access to two days of unpaid leave per occasion. Whereas nonfinancial

benefits have been associated with increased employee productivity, they may not increase job satisfaction which employee benefits would increase.

By offering financial rewards such as high salaries, bonuses, employee benefits, Ogunyomi *et al.* (2013) argue that most employees can become motivated and thus can work towards achieving organizational goals and thus improve organizational performance. These authors attribute their argument to the precarious economic situations or vicious circle of poverty among workers.

1.2 Problem Statement

Employees who are satisfied with the benefits received are more likely to be committed to the organization. Studies show that the absence of adequate benefits and services for employees contributes to employee dissatisfaction (Connie, 2009). However, the employees must understand how their involvement affects the company's profits and how that, in turn, impacts benefits (Alan, 2000). On the other hand, according to Alan (2000), employers are more concerned with the impact benefits may have on their company and its profitability. In Uganda, as stated in the Employment Act 2006, the employer must give certain benefits to employees who are covered by the act. Every employer is required to contribute in the compulsory savings system and a few other requirements that stated as mandatory such as Employees Provident Fund (EPF) what is called National Social Security Fund (NSSF) or the mandatory government pension scheme for all people who are employed by government. These provident schemes stipulate, Time off payment, Maternity protection, paid annual leave and insurance coverage. The purpose of these mandatory/legally benefits are to ensure a healthy and productive workforce who has the means to support them in the future. Based on the above requirement this research intends to investigate whether the employee benefits (mandatory and voluntary) could give an impact towards the organization commitment

The absence of employee benefits in organizations is one of those factors that have been attributed to poor organizational performance since their absence reduces the employee's interest in the job thereby reducing productivity at work and work performance in general (Mathis and John, 2003).

However some scholars are not in agreement with whether employee benefits increase employee productivity and consequently organizational performance (Milkovitch and Newman, 2004).

Because of this knowledge gap about the relationship between employee benefits and organization performance, the study will aim at justifying whether employee benefits have an effect on organizational performance.

1.3 Purpose of study

The purpose of the study was to determine whether employee benefits are associated with organizational performance.

1.4 Objectives of the study

1.4.1 General objective

To establish the effect of employee benefits on organizational performance

1.4.2 Specific objectives

- i. To establish the relationship between sick pay leave and organization performance.
- ii. To establish the relationship between pensionable employment and organization performance.
- iii. To establish the relationship between Health Insurance and organization performance.
- iv. To establish the relationship between Providing Housing and organization performance.

1.5 Research questions

- i. What is the relationship between sick pay leave and organization performance?
- ii. What is the relationship between pensionable employment and organization performance?
- iii. Is there any association between Health Insurance and organization performance?
- iv. Is there any association between Providing Housing and organization performance?

1.6 Hypotheses of the study

- Sick pay leave does not affect organizational performance.
- Pensionable employment has no impact on organization performance.
- Health Insurance does not affect organization performance.
- Providing Housing has no effect on organization performance.

1.7 Scope of the Study

1.7.1 Geographical scope

Geographically the study was carried out at Kampala Quality Primary School, Kikaaya which is Located in Kampala District9.2 Content scope. Whereas several factors may impact/influence organizational performance, this study will only assess if providing employee benefits is associated with organizational performance. The study will mainly focus on establishing relationships between pensionable employment, health insurance and paid sick leave and organizational performance.

1.7.2 Time scope

The scope of the study was limited to the researcher relied on the organization for vital information as well as information from secondary source. The research took a period of about 4 months to complete; that is from February 2015 to May 2015.

1.7.3 Content Scope

The study focused on employee benefits and how they affect organizational performance. The study was then confined to the relationship between sick pay leave, pensionable employment, Health Insurance and providing Housing on organizational performance using a case study of Kampala Quality Primary School, Kikaaya.

1.8 Significance of the study

This study seeks to bring out various employee benefits which the management of Kampala Quality Primary School has under taken to increase its productivity, profitability, effectiveness in service delivery and contribute its quota in the economic development of the communities which it operates and the country at large. The study therefore enlightens management of various organizations of various employee benefits on organizational performance. This brings out specifically, the benefit which the management of Kampala Quality Primary School has been able to make available to its employees. The importance of this study is therefore to highlight the employment benefits on organizational performance. The study also shows how employee benefits are to increase the job and economic/financial security of staff members, and in doing so, improve worker retention across the organization.

1.9 Justification

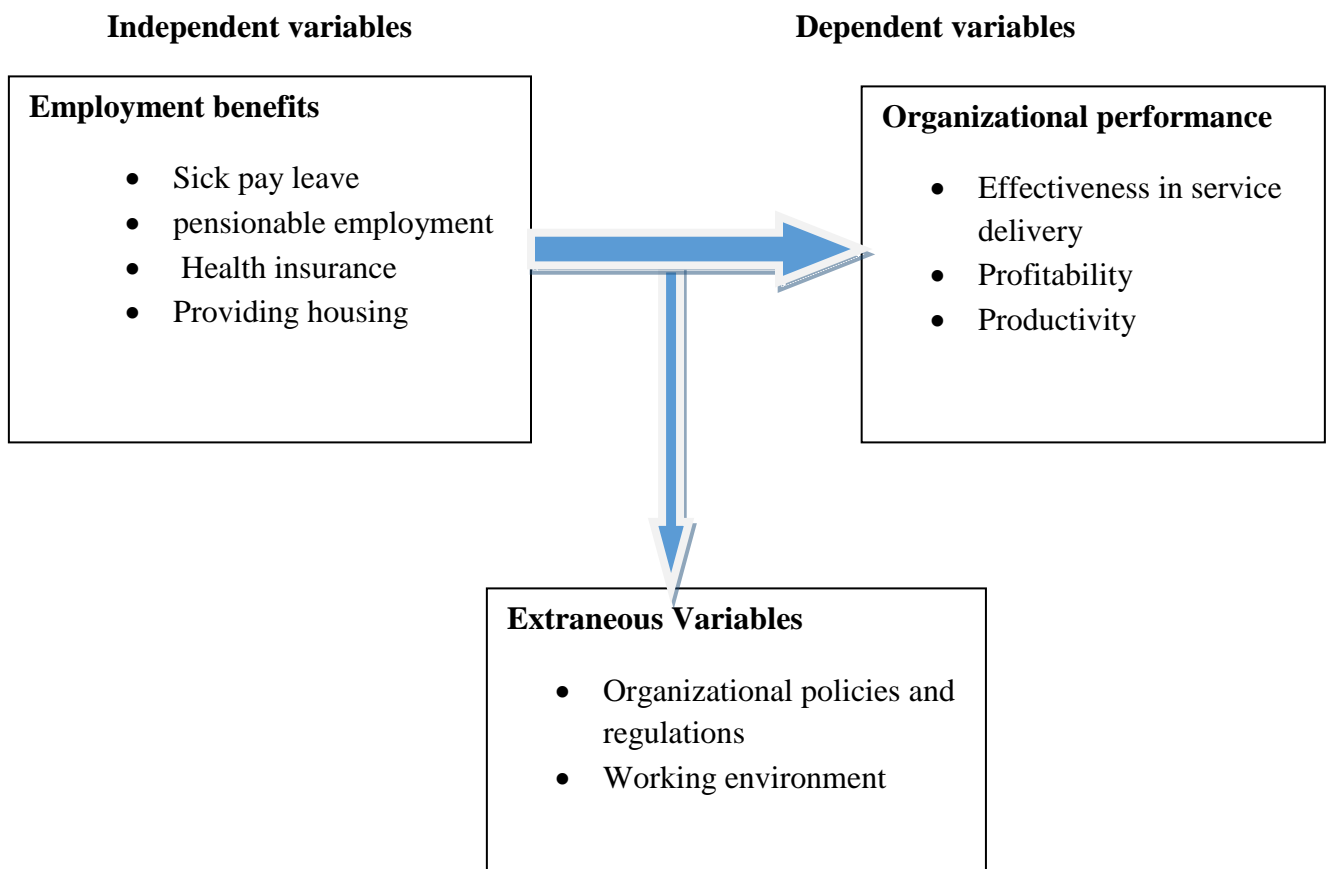
A lot has been written on the rapid and wide spread diffusion of employee benefits in organizations as one of the most notable trends over the past years. Soon Yew, Ju. (2008) agreed that the demand for proper use of employee benefits is gradually increasing at the present time. Mujtaba, B. G. (2008) also argued that the use of employee benefits in many organizations is surrounded with various problems regarding the way it is embraced, which the previous studies

had left out and thus this study is justified in the sense that it highlights the imperative of employee benefits and its inherent dynamism towards organizational performance.

1.10 Conceptual Framework

Sekeran (2003), states that a conceptual framework helps to postulate or hypothesize and test certain relationships which improve the understanding of a situation. The conceptual frame work shows how employee benefits as an independent variable and organizational performance as the dependent variable.

Figure 1.1: Conceptual Framework



Source: Modified and adopted by the researcher from Ekere, A., & Amah, E. (2014).

The conceptual framework describes the relationship between the independent variables and the dependent variable. The independent variable is employee benefits which is characterized by Sick pay leave, pensionable employment, Health insurance and providing housing. The

dependent variable is organizational performance which is measured in terms of effectiveness in service delivery, profitability and productivity. The conceptual frame work was modified and developed basing on from Ekere, A., & Amah, E. (2014). In this study, it is assumed that employee benefits have a significant impact on organizational performance; however other factors that affect are referred to as intervening variables which include Organizational policies and regulations and working environment

1.11 Definition of Key Terms

Mandatory Benefits the employer must pay in whole or part for certain legally mandatory benefits Employees Provident Funds (EPF), Social Security Maternity Protection, Time of Payment, Paid annual leave and insurance coverage (Employment Act 1955).

Organization Commitment is defined as the degree to which an individual identifies with a particular organization and its goals and wishes to maintain membership in order to facilitate these goals (McIntyre et al., 2002).

Employee Benefits all form of consideration given by an entity in exchange for service rendered by employees (New Zealand International Accounting Standards, 2002).

Motivation is “an individual’s degree of willingness to exert and maintain an effort towards organizational goals” (Franco et al., 2002)

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter reviews the existing literature on employee benefits and organizational performance. The literature highlights scholarly work and the different theories that have been used as a basis of studying human behavior and how they impact on organizational performance.

2.1 Organizational performance

Owing to today's competitiveness in the labour market, it has become mandatory for all organizations to adhere to competitiveness at the different workplaces. As a result, most successful organizations employ adequate rewards and incentives as bait for attracting qualified applicants, retaining top talented employees and keeping their employees highly motivated.

The phenomenon of attracting is based on the social exchange theory which states that the more valuable the activity of another is to a person, the more valuable the approval he gives in return (Homans, 1958). This valuable approach therefore increases the employees' interest in the objectives of the organization thereby contributing to the attainment of the set goals.

The concept of performance management has been defined by several scholars in various ways. Mujtaba (2008) defines performance management as a way of measuring and making sure that the activities of everyone in the organization are aligned with the overall shared mission, vision, and goals of the company".

Improving organizational performance is directly linked to human behavior and motivation. Organizational performance directly correlates with the motivation of employees. Just like performance management, motivation has also been defined by different scholars in various ways.

Rizwan (2010) defines motivation as an accumulation of different processes which influence and direct our behavior to achieve some specific goal. By this definition, the behavior of the employees should be influenced in order for the organization to achieve specific goals. Influencing employee behavior increases their willingness to fully invest themselves physically, cognitively, and emotionally into their work roles (Kahn, 1990). Henceforth, efforts must be geared towards developing workers' interest in their job roles so as to make them satisfied in giving their best to their work.

2.2 Employee Benefits

Today's business environment places huge demand on modern-day managers in the selection and employment of motivational rewards that build wholehearted commitment to operating excellence and winning attitudes among employees (Thompson, Strickland & Gamble, 2005; Arnolds & Venter, 2007).

Today's environment characterized by social, political and economic situations has altered the values and expectations of every worker towards financial reward as the yardstick for employee productivity or performance (Banjoko, 2006), hence the need to integrate other social benefits such as medical insurance, housing, pensionable employment and transportation to workplaces.

Of recent, it has become imperative that every organization that aims to achieve organizational goals must adopt a cost-effective reward system to motivate employees' productivity, while at the same time not eating too deep into the organization's resources (Tatnaik&Padhi, 2012). It is therefore on this basis that most organizations will offer employee benefits as a useful means of motivating, retaining and attracting qualified staff (Kurlander and Barton, 2003).

As a result, most managers have taken great strides in understanding how human behavior impacts on Organizational performance. They have therefore attempted to understand how the various motivation theories can be used to understand employee behavior and how these behaviors impact on the performance of the organization. By definition, motivation is “an individual’s degree of willingness to exert and maintain an effort towards organizational goals” (Franco et al., 2002).

Firstly, Maslow’s hierarchy of needs provides the basis of understanding of human behavior and motivation (Daniels, 2001). This theory explains what people need to do when they need to enjoy themselves while at work as they attain organizational performance (Herrington, 2011).

According to Maslow, employees actions are motivated in order achieve certain needs. This hierarchy suggests that people are motivated to fulfill basic needs before moving on to other, more advanced needs. Some of these basic needs such as shelter may be included in the employee benefits.

Managers have adopted a reward and incentive system that is based on the expectancy theory, which suggests that employees are more likely to be motivated to perform when they perceive that there, is a strong link between their performance and the reward they receive (Tsai, 2011). Reward and incentive systems constitute measuring job values, designing and maintaining pay structures, paying for performance, competence and skill as well as providing employee benefits.

Lawler (2003) argued that prosperity and survival of the organizations is determined through the human resources how they are treated. Once employees are treated well, they usually associate themselves with the organization thereby increasing their levels of commitment at work.

Committed employees tend to be more productive and contribute to the organizational performance (Cascio, 2003). Commitment of the employees is propelled by providing motivators and employee benefits (Andrew, 2004).

Deeprise (1994) argued that the motivation of employees and their productivity can be enhanced through providing them effective recognition and employee benefits which ultimately results in improved performance of organizations. Recognizing outstanding employees and providing them with housing, medical insurance and maternity leave can for instance increase their productivity

A study by SoonYew et al., (2008) suggests that both mandatory and fringe can have a significant positive relationship with employee commitment and organizational performance.

Employees not only value meaningful work and continued training and development initiatives but also excellent compensation opportunities. Compensation opportunities may generally be termed as employee benefits. However Mondy et al., 2002 argue that employ benefits may not be typically unrelated to productivity in an organization.

Employee benefits are those programs an employer uses to supplement the cash compensation that employees receives to protect the employee and his or her family from financial risks. Employee benefits are an addition to other forms of cash payment like wages and salaries that are intended to improve the quality of work life for employees and increase their cooperation and productivity (Amah et al, 2013). Marsh and Kleiner (1998) define employee benefits as virtually any form of compensation other than direct wages and paid for in whole or in part by the employer, even if provided by a third party.

Employee benefits may constitute a compensation package that can affect an employee's choice of employment and desire to remain on the job (Amah, 2010). Employee benefits increase the economic security of staff members, and in doing so, improve worker retention across the organization (Ekere& Amah, E. (2014).

Employee benefits exist in various forms including pay for time not worked for example during sick leave, vacation, maternity leave and paternity leave. Other forms of employee benefits would be in form of insurance (includes medical, life and job –related accidents and illness benefits), retirement benefits (e.g. pensions, profit sharing plans) and employee service benefits (for example counseling, subsidized childcare, transport, meals). Some organizations also include retirement plans, child care, elder care, hospitalization programs, social security, vacation and paid holidays (Christoph, 1996) among others.

A study by Amah et al (2013) points out that employee benefits are provided for a number of reasons including rewarding and promoting employee loyalty to the organization, discouraging unionization and making the remuneration package attractive and competitive enough to both attract and retain competent workers.

He further points out that employee benefits provide for employees personal welfare in line with the paternalistic belief that employees cannot provide for their personal needs, provide employees remuneration that is not heavily taxed (i.e. tax efficient remuneration package) as most benefits are not taxed, provide employees with accumulated tax free investment returns (e.g. deferred compensation) and also satisfy legal requirements (e.g. social security retirement system) (Amah et al, 2013).

Most employees give value to companies/ organizations that are willing to spend money on them even though that investment eventually benefits the organization (Wilson, 2000) by increasing the rate of employee retention and organizational performance. Employees who are satisfied with their jobs, believe that their work has a purpose and important for their organization (Moses, 2000).

2.3 Theoretical review

Herzberg's Two Factor Theory (HTFT)

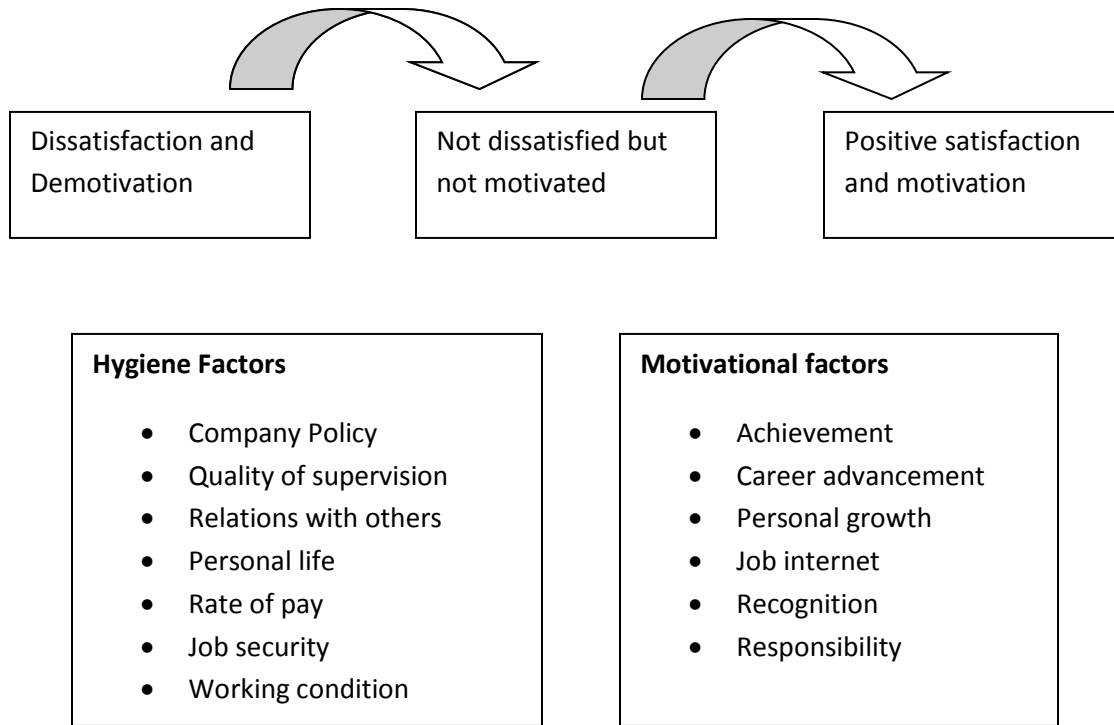
This theory of motivation is known as a two factor content theory. It is based upon the deceptively simple idea that motivation can be dichotomized into hygiene factors and motivation factors and is often referred to as a 'two need system'.

These two separate 'needs' are the need to avoid unpleasantness and discomfort and, at the other end of the motivational scale, the need for personal development. A shortage of the factors that positively encourage employees (the motivating factors) will cause employees to focus on other, non-job related 'hygiene' factors.

Hygiene factors are the 'job context' factors, which include company policy, supervision, relationship with supervision, work conditions, relationship with peers, salary, personal life, relationship with subordinates, status, and job security" (Ruthankoon, 2003).

According to this theory, improving factors that affect job dissatisfaction, employee benefits such as provision of meals, transport, health insurance may improve work conditions but will not alter the employees perception of whether they are satisfied with their work; it will only prevent them from being dissatisfied (Schermerhorn, 2003).

Figure 2. 1: Diagrammatic representation of the two factor theory



Source: Modified and adopted by the researcher from Ruthankoon & Schermerhorn (2003)

According to this theory, an employee benefits programme is a necessary and sufficient working condition. The hygiene factor will affect employees' work-motivation and thus productivity (Hong, Yang, Wang, Chiou, Sun and Huang, 1995). In contrast to this argument, Milkovich and Newman (1990) state that employee benefits are viewed as a hygiene factor and provided to employees because of membership in the organization and are therefore not considered to motivate employees.

2.2 Empirical review

2.2.1 Paid sick leave and Organizational performance.

Paid sick leave is paid time taken off from work by individuals to attend to their own or their family member's illness or other medical needs without loss of pay or job loss.

Hill (2013) argues that workers with paid sick leave are better able to address own and family member health needs without risking a voluntary or involuntary job separation. Basing on this argument it is important to note that workers that are offered paid sick leave as an employee benefit are more likely to cling to their jobs. This comes with benefits such as retaining well experienced and skilled employees who can improve organizational performance. In supplement to this, Lovell (2005) acknowledges that offering paid sick a day is an effective employee retention strategy. Lovell states that employees with paid sick days are less likely to seek other employment compared to those without this benefit.

A study by Hills (2013) suggested that paid sick leave can decrease the probability of job separation by at least 25%. However, Hills found out that this association was strongest for workers without paid vacation leave and for mothers (Hill, 2013). In addition to this, paid sick leave reduces job instability associated with own or family member illness (Brown et al. 2007).

In addition, workers offered paid sick leave might be willing to fore go higher wages in alternative jobs in order to maintain a position that offers paid sick leave (Dwyer, 2004). This to the advantage of the employer reduces job separations and subsequently increases employee productivity in the organization.

Providing employees with paid sick days is a smart business decision. A study conducted by CCH Incorporated (2005), indicated that nearly half of employers reported that employees coming to work ill is a problem because employees who come to work sick are less productive and more likely to infect coworkers.

Therefore denying employees sick leaves would adversely affect organizational productivity if they spread their illnesses to fellow workers. In addition to this, it would cost less for employers to provide paid sick days than to absorb the costs associated with the decreased productivity of sick employees and the increased spread of illness that results when sick employees come to work (CCH Incorporated, 2005).

On the contrary, offering employees a sick leave may require recruitment of temporary workers. These may seem like good substitutes, but they may be less productive because they often have less motivation and training. This can affect the performance of the organization since the temporary employees may lack the zeal to work towards the attainment of organizational goals.

Employee benefits including the offer of paid leave may increase the organizational costs if employers bear the burden of depreciation of worker skills during time out (Per-Anders Edin and Magnus Gustavsson, 2007).

Whereas several employee benefits exist in different organizations, the aim of this study will be to assess the relationship between health insurance, pension and paid sick leave days on organization performance.

2.2.2 Pension and Organization performance

Literature shows that pension increases retention of employees and is directly associated with quantifiable and positive links towards job satisfaction and organizational effectiveness (Koys, 2001).

Pension is also associated with better individual performance (Sousa-Poza & Sousa-Poza, 2000) and customer satisfaction (Brown & Lam, 2008). These variables are directly related to better organizational performance and effectiveness. This is because pensions play a fundamental role in the realization of socio-economic right by providing a replacement of income to employees who lose their regular income owing to old age, disability or death of a wage earner in the family. Providing such a benefit would definitely improve organization performance since the employees are always assured of their financial security even when they get permanent disabilities at their workplaces. Failure to provide such benefits reduces the morale of the employees towards achieving organizational goals.

Pension increase retention of employees and have been directly associated with quantifiable and positive links towards job satisfaction and organizational effectiveness (Koys, 2001), better individual performance (Sousa-Poza & Sousa-Poza, 2000) and customer satisfaction (Brown & Lam, 2008) which are directly related to better organizational performance.

2.2.3 Health insurance and organizational performance

The primary source of employee satisfaction is typically assumed to be the employee's compensation and benefits package (Meyer et al. 2001). Employee health benefits such as health and life insurance are among the highest employer expenses, economists are in near-unanimous agreement that workers ultimately pay for health insurance through lower wages (Cawley ,

Morrisey and Simon, 2013), unless minimum wages are a binding constraint (Baicker and Levy, 2008). Since Uganda has until today declined to pass the minimum wage bill, we can conclude that most Ugandans who are covered by the different health insurance schemes pay for the packages.

Health insurance helps to protect employees and their families against catastrophic costs of serious illnesses and to ensure access to medical care. Access to health insurance through the employer may be the only way to obtain medical care that would otherwise be unaffordable (Nyman 1999) by those employees who may not be in position to save for it. Provision of health insurance to employees is based on the theory that employers are willing to arrange health insurance plans for workers because workers are willing to “buy” that health insurance through wages reduced by the amount of the cost of the insurance (O’Brien, 2003).

Provision of health/ medical insurance is therefore one of those most important indirect financial rewards. In addition to improving the workers performance and thereby contributing to organizational performance, it is associated with attracting applicants during recruitment processes (Jackson and Mathis, 2004). In addition to this, provision of health insurance could also attract employees who anticipate establishing a long-term employment relationship with the organization (O’Brien, 2003).

A benefit study by Amah *et al.*, (2013) points out that health, life and dental insurance, maternity leave or child care provision has a big impact towards the performance and commitment of the employees. The employee commitment stimulates their willingness towards executing organizational activities thereby attaining organizational goals.

Studies conducted among several business cases suggest that workers in jobs with health insurance coverage change jobs less frequently as compared to workers in jobs without health benefits (O'Brien, 2003). The increased longevity in the organization among the employees is as a result of fear of losing such a benefit by being recruited in an organization that does not offer the health insurance.

A study conducted by O'Brien (2003), individuals covered by employment-based health insurance plans while working are less likely to retire early (i.e., before they reach age 65 and become eligible for Medicare) if doing so would mean losing those health benefits. However, according to O'Brien (2003), no studies have assessed the impact of health coverage on retirement on organizational productivity and profitability.

Existing studies investigating the relationship between provision of health insurance and employee productivity suggest that there is less evidence that workers with health coverage are absent less often than those who are not covered (O'Brien, 2003). On the contrary, some scholars like Buchmueller (2000) argue that there is little evidence that health insurance improves workers' health and productivity, reduces turnover, or substantially cuts employers' costs associated with workers' compensation and absenteeism.

A retrospective study conducted by Lofland and Frick (2006) among 25,676 individuals showed that 13,957 (54%) reported that providing health insurance to workforce any time over the year was significantly associated with decreased likelihood of and smaller number of MW missed workdays.

2.2.4 Housing and Organizational performance

Many scholars argue that there exists somewhat a kind of relationship between labour productivity and employee welfare benefits and services like providing housing to employees. For instance, Onitiri (1983) opines that poor standards of living, bad health, lack of education, bad housing, and poor transportation to and from work, bad conditions in the work place reduce workers' productivity and consequently organizational performance.

A Study by Ejiofor (1986) showed that employee welfare benefits and services such as housing were capable of attracting and retaining employees, assisting employees in meeting their needs better, helping in lowering unit cost of production, improving morale, increasing employee security and blunting these sharp edges of managerial autocracy. All these, according to the scholar, have a positive effect on labour motivation and consequently employee and organizational productivity.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents a layout of how the study was conducted, giving details about the research designs that the researcher used and the reasons for using them. The contents of this chapter include the study design, study population, study area, sampling methods, sample size determination, type of data collected and the data collection tools used, the process of data analysis for both quantitative and qualitative data, result presentation, validity and reliability of data collection tools and data collected, ethical considerations and limitations of the study.

3.1 Research Design

This study was based on a case study, of Kampala Quality Primary School, Kikaaya where the research was carried out. The research was carried out using triangulation of the qualitative and quantitative research approaches as the use of both approaches enables the researcher to exhaustively collect information that evaluate relationship between the variables of the topic of study. The qualitative approach was used to get the in-depth opinions of those who have experience as regards the employee benefits on organization performance as well as to evaluate the effect of employment benefits on organizational performance. It also involve classifications, analysis, comparison, measurement and interpretation of data which can be best carried out with the design and the quantitative approach will also help to portray views and opinion of the respondents.

3.2 Study Population

The target population of the researcher is approximated to 56. This include managers and employees especially those enjoying the benefits

3.3 Study Area

The researcher sampled 50 respondents of which 10 are managers, and 40 are staff members of in Kampala Quality Primary School, Kikaaya

3.4 Sampling method

The term sampling refers to the process of learning about a given population on the basis of sample drawn from it. The researcher used the non-probability sampling technique that is to say the purposive sampling technique was used to select the respondents that filled in the questionnaires and participate in the interviews. The researcher selected a sample believed to be knowledgeable about the particular subject in question which generated relevant information for the researcher's study.

3.5 Type of data to be collected

The researcher uses both primary and secondary methods of data collection. Primary data is the type of data being collected for the first time using data collection methods such as Interviews; which shows conversations between two or more people where questions are asked the interviewer to elicit facts or statements from the interviewee and Questionnaires are research instruments consisting of a series of questions and other prompts for the purpose of gathering information from the respondents.

3.6 Data collection tools

3.6.1 Questionnaires

According to Amin, (2005) a questionnaire is a carefully designed tool for collecting data in accordance with the specifications of the research questions and hypotheses. A questionnaire can also be the means of eliciting the feelings, beliefs, experiences, perceptions, or attitudes of some sample of individuals; it could be structured or unstructured. The questionnaire that were used, were a very concise, preplanned set of questions designed to yield or extract specific information from the respondent. The questionnaires used were structured and the questions were close-ended.

3.6.2 Interview

The researcher interviewed the head teacher as well as the employees of to Kampala Quality Primary School, Kikaaya collect information. Both structured and unstructured interviews were used. Most of these interviews were unstructured or semi-structured depending on the participants' responses because a lot of the questions asked were open ended.

3.7 Process of data Analysis

Data collected went through a data editing process where the researcher checked for gaps, incomplete and omitted responses and then carried out completeness to reduce the errors. The data was then summarized and the answers were put in meaning full categories. The data also went through a process of coding. It was then compared and reduced into tables and allocated coded values accordingly and then it was processed using the statistical package for social sciences (SPSS). Thereafter, the findings were interpreted

The model that was used was in the form multiple regression models. Relationship between employee benefits and organizational performance was determined by the equation below:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y = Organizational performance

α = Constant/the intercept point of the regression line and the y-axis

β = the slope/gradient of the regression line

X_1 = Paid Sick Leave

X_2 = Pension

X_3 = Health Insurance

X_4 = Housing Allowance

ϵ = Error term

3.8 Result Presentation Method/ Procedure

The researcher got a letter of recommendation from the dean of faculty of science and from the supervisor as to do ahead to do the research. The data to be collected was presented in form pie charts and tables.

3.9 Validity and Reliability of data collection tools

3.9.1 Validity

This is the ability to produce finding which are in agreement with the theoretical or conceptual frame work. Validity is pre-test instrument used to prove that the research instruments are applicable or not the researcher will the accuracy and degree of truthfulness of data collected. To ensure validity the researcher used the coefficient of validity index (CVI) which is used to the extent which the data collected is accurate.

3.9.2 Reliability

This is dependability or truth worthiness and in the context of measuring instruments, it is the degree to which the instrument consistently measure whatever it is measuring. The researcher used the statistical package for social sciences (SPSS), the Epidata packages in analyzing and designing a questionnaire.

3.10 Ethical considerations

Ethics approval was obtained from Uganda Martyrs University Nkozi, and the management of the case under study. The interviews were conducted only after informed consent and the researchers kept utmost confidentiality of all the data provided by the study participants.

As Punch (2000) asserts, “All social research involves consent, access and associated ethical issues, since it is based on data from people about people”. Interviews of participants meet the general protocols and procedures for interviewing and oral history (Douglas, Roberts & Thompson (1988)).

The study ensured that informed consent is obtained from participants. This provided full information about the research including the reasons they have been chosen to participate. Participants’ privacy, confidentiality and anonymity was guaranteed. Consent forms and a covering letter were provided.

The information used in this research proposal was not plagiarized and the researcher ensured to cite all the ideas that have been borrowed from other authors.

3.11 Limitation of the study

Time and money; this is one of the biggest problem that researcher faced during research. We know that time is money and so if we lose our time then we are losing the money. During research I had to invest money in the whole research process to avail themselves with the resources required. I also spent a lot of time collecting information from the various sources.

There was insufficient interaction between the respondents on one side and researcher on the other side

3.13 Conclusion

In conclusion this chapter focused on how data was collected and analyzed .This Chapter is very important in determining the quality of data the researcher intended to collect from the field of study

CHAPTER FOUR

PRESENTATION, DISCUSSION AND ANALYSIS OF FINDINGS

4.0 Introduction

This chapter presents the finding of the study. For clarity and chronology, it is presented in four sections. In the first, results on the background of responds are analyzed and interpreted. This is followed by the second, third sections in which results on objective one, two and three respectively are analyzed and interpreted. Thus, the chapter is divided into three subsections namely, introduction, background information about the respondents and the research questions that the study sought to answer.

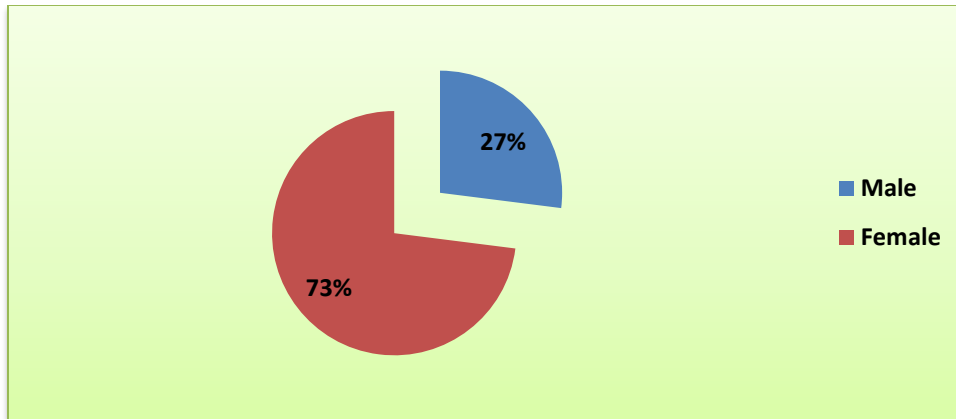
4.1 Background of the respondents

Relevant background information about the respondents that participated in the study relates to their gender; age, level of educational attainment, responsibilities held; and duration of teaching service experience, since they could influence the extent to which the respondents are knowledgeable about the variables that were involved in the study and the extent to which the data that they provided can be generalized to the population. Subsequently, information pertaining to these variables was elicited and the findings are summarized in table 4.1

4.1.1 Distribution of respondents that participated in the study by gender

The following table presents findings about the gender of respondents and analysis follows.

Figure 4. 1: Gender of the respondents



Source: Primary Source

The figure 4.1 above shows that respondents who participated in the study (27%) were male while (73%) were females which are more realistic because generally primary schools mostly employee female staff because of their femininity and motherly instincts that helps them to relate with young children much easily.

4.1.2 Age distribution of the respondents

Table 4. 1: Age distribution

Valid	Age	Frequency	Percent	Valid Percent	Cumulative Percent
	Below 20	3	6.0	6.0	6.0
	20 – 25	11	22.0	22.0	28.0
	26 – 30	16	32.0	32.0	60.0
	31 – 35	8	16.0	16.0	76.0
	36 – 40	7	14.0	14.0	90.0
	Above 40 years.	5	10.0	10.0	100.0
Total		50	100.0	100.0	

Source: Primary Data

The table shows that the majority of the respondents (32%) were aged between 26 – 30years. (22%) of the respondents were aged between 20 – 25 years. (16%) of the respondents were aged between 31-35 years. (14%) were aged between 36 – 40 years. A few of the respondents (10%) and (6%) were aged above 40 years and below 20 years respectively. The majority were particularly reflective of working age group which showed that most of the respondents are still in their youthful ages and are therefore hard working

4.1.2 Level of education

Information was also collected in the level of education attainment and the responsibilities the employees of Kampala Quality Primary School, Kikaaya

The following table presents the findings from the level of Education.

Table 4. 2: Level of education

Valid	Level of education	Frequency	Percent	Valid Percent	Cumulative Percent
	Certificate	11	22.0	22.0	22.0
	Diploma	21	42.0	42.0	64.0
	Degree	17	34.0	34.0	98.0
	Masters	1	2.0	2.0	100.0
Total		50	100.0	100.0	

Source: Primary Data

As table above shows, the majority of the respondents (42%) had diplomas and (34%) had to degrees, (22%) had certificates, and the minority (2%) had masters degrees, this shows that the respondents were educated enough to comprehend the questionnaires.

4.2 Paid sick leave and Organizational Performance

The first objective of the study was to examine the effect of Paid sick leave and Organizational performance. To accomplish this, the researcher explored the level of agreement and disagreement with the following statements in table 4.3 below. The following abbreviations were used; **SA** = (Strongly Agree), **A**= (Agree), **N**= (Not Sure), **D**= (Disagree), **SDA**= (Strongly Disagree, **SD** = (Standard Deviation), **F** = (Frequency).The findings are shown in table 4.3 below

Table 4. 3: Showing the Paid sick leave and Organizational performance

Paid sick leave	SA		A		N		D		SDA		MEAN	SD
	F	%	F	%	F	%	F	%	F	%		
Workers that are offered paid sick leave are normally Cling to their jobs.	18	35.0	26	52.5	3	5.0	3	5.0	1	2.5	3.71	0.583
Employees that are paid sick days are less likely to seek other employment elsewhere.	31	62.5	16	32.5	0	0.0	1	2.5	1	2.5	3.92	0.898
Paid sick leave reduces job instability	14	27.5	33	65.0	1	2.5	3	5.0	0	0.0	3.49	0.978
Workers offered paid sick leave might be willing to fore go higher wages in alternative jobs	36	72.5	13	25.0	0	0.0	1	2.5	0	0.0	3.88	0.799
Workers paid sick do not forego higher wages to maintain a position that provides sick payments	28	55.0	15	30.0	5	10.0	1	2.5	1	2.5	3.23	0.533

Source: Primary data

The findings of the study indicated that the majority (52.5%) of the respondents agreed that Workers that are offered paid sick leave are normally cling to their jobs these were followed by (35.0%) who strongly agreed (5.0%) were not sure whether Workers that are offered paid sick leave are normally cling to their jobs while (5.0%) and (2.5%) disagreed and strongly disagreed respectively. It had a mean of 3.71 and standard deviation of 0.583. This was in agreement with Hill (2013) who argued that workers with paid sick leave are better able to address own and family member health needs without risking a voluntary or involuntary job separation. Basing on this argument it is important to note that workers that are offered paid sick leave as an employee benefit are more likely to cling to their jobs.

The study findings also showed that the majority (62.5%) of the respondents strongly agreed that Employees that are paid sick days are less likely to seek other employment elsewhere, these were followed by (32.5%) who agreed, (2.5%) disagreed that Employees that are paid sick days are less likely to seek other employment elsewhere while (2.5%) of the respondents strongly disagreed . The overall mean score of the statement was 3.92 and a standard deviation of 0.898 which showed that majority of the respondents agreed. In line with the findings, one of the respondents who was interviewed commented that

“Workers offered paid sick leave might be willing to fore go higher wages in alternative jobs in order to maintain a position that offers paid sick leave:

The findings of the study also revealed that the majority (65.0%) of the respondents agreed that Paid sick leave reduces job instability (27.5%) of the clients and employees strongly agreed, (5.0%) of them disagreed while the minority (2.5%) of the respondents were not sure whether Paid sick leave reduces job instability. This showed a mean of 3.49 and SD of 0.978. This was in line with the findings of the interview where one of the respondents marked that According to

the findings of study, it was also revealed that the largest portion that is (72.5%) of the respondents strongly agreed that Workers offered paid sick leave might be willing to fore go higher wages in alternative jobs (25.0%) of the employees agreed evidenced by the mean of 3.88 and SD of 0.799 while the minority (2.5%) were had a doubt whether Workers offered paid sick leave might be willing to fore go higher wages in alternative jobs. These findings were in line with the findings from a study by Hills (2013) which discovered that paid sick leave can decrease the probability of job separation by at least 25% whereby the employees will go to look for the jobs elsewhere.

More to the above, the study findings presented that the majority (55.0%) of the respondents strongly agreed that Workers paid sick do not forego higher wages to maintain a position that provides sick payments, (30.0%) of them agreed, (10.0%) respondents were not sure whether Workers paid sick do not forego higher wages to maintain a position that provides sick payments while (2.5%) and (2.5%) disagreed and strongly agreed respectively. This was in conformity with the findings of the interview where one of the respondents pointed out that

“ *Sick pay leave is very important because it makes the teachers in the school to know that they are part of the school family and therefore cannot just leave their positions*”

Testing the hypothesis one: “Sick pay leave does not affect organizational performance”

Table 4. 4: Correlation results of Sick pay and organizational performance

		Sick pay	organizational performance
Sick pay	Pearson Correlation	1	.801 **
	Sig. (2-tailed)		.000
	N	50	50
organizational performance	Pearson Correlation	.801 **	1
	Sig. (2-tailed)	.000	
	N	50	50
Square of coefficient (regression)		R ² =0.6416	

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

Source: Primary Data

The researcher sought to establish whether Sick pay have an impact organizational performance; this was done with the support of the Pearson correlation product moment technique. Table above reflects the results that emerged. The level of significance (sig., at 90%) and N stands for number of respondents and the Pearson correlation (R=.802**), sig (=000) N (=50). There was a positive relationship exists between Sick pay and organizational performance as seen from the R Value of 0.801**. The adjusted R² value of (0.6416) meant Sick pay was found to have a 64.1% effect on organizational performance. Therefore, these results reject the null hypothesis that “Sick pay leave does not affect organizational performance”

4.3 Pension and Organization performance

The second objective of the study was to find out the effect of Pension on Organization performance. To accomplish this, the researcher explored the level of agreement and disagreement with the following statements in table 4.5 below.

Table 4. 5: Showing the Effect of Pension and Organization performance

Pension and Organization performance	SA		A		N		D		SDA		MEAN	SD
	F	%	F	%	F	%	F	%	F	%		
Pension provides a replacement of income to employees who lose their regular income	28	70.0%	11	22.5	1	2.5	2	5.0	0	0.0	3.83	0.863
Pension improves the morale of the employees towards achieving organizational goals.	11	27.5%	34	67.5	1	2.5	0	0.0	1	2.5	3.49	1.121
Pension helps motivates the employees to achieve productivity	18	45.0	23	45.0	3	5.0	1	2.5	1	2.5	3.56	0.838
Pension influences and directs the behaviors of employees in an organization	23	57.5	21	42.5	0	0.0	0	0.0	0	0.0	3.62	0.6
pension promotes employee loyalty to the organization	15	37.5	24	47.5	1	2.5	3	7.5	2	5.0	3.44	0.776

Source: Primary data

The findings of the study indicated that the majority (70.0%) of the respondents strongly agreed that Pension provides a replacement of income to employees who lose their regular income. This had a mean score of 3.83 and standard deviation of 0.863. These were followed by (22.5%) who

agreed, (5.0%) of them disagreed while the minority (2.5%) of the respondents were not sure whether Pension provides a replacement of income to employees who lose their regular income. These findings were in line with Brown & Lam, (2008) who stressed that providing such a benefit would definitely improve organization performance since the employees are always assured of their financial security even when they get permanent disabilities at their workplaces. Failure to provide such benefits reduces the morale of the employees towards achieving organizational goals.

According to the study findings, it was revealed that the majority (67.5%) of the respondents agreed that Pension improves the morale of the employees towards achieving organizational goals (27.5%) of the respondents strongly agreed, (2.5%) of the respondents were not sure whether Pension improves the morale of the employees towards achieving organizational goals while only (2.5%) strongly disagreed. More to the above, the study findings showed that the (45.0%) of the respondents strongly agreed that Pension helps motivates the employees to achieve productivity, these were (45.0%) of them agreed, (5.0%) of the respondents were not sure whether Pension helps motivates the employees to achieve productivity whereas (2.5%) and (2.5%) disagreed and strongly disagreed respectively. This had a mean of 3.56 and standard deviation of 0.838. One of the interviewed respondents commented that”

“The employees are motivated to work harder since they are aware that they will receive their pension after they have retired”

The findings of the study also depicted that the majority (57.5%) of the respondents strongly agreed that Pension influences and directs the behaviors of employees in an organization while the minority (42.5%) of the respondents agreed as also seen by a mean of 3.62 and SD of 0.6.

The Standard deviation 0.6 shows that the spread of distribution of the respondents from the mean as 3.02 (that is mean score-standard deviation) to 4.22(that is mean score + standard deviation).

In relation to the study findings, it was testified that the majority (47.5%) of the respondents agreed that pension promotes employee loyalty to the organization, (37.5%) of the employees strongly agreed, (2.5%) of the respondents were not sure whether pension promotes employee loyalty to the organization while only (7.5%) and (5.0%) disagreed and strongly disagreed respectively and also showed a mean of 3.44 and standard deviation of 0.776. Employee loyalty is very important in an organization and can be achieved by the accessibility of pension services of an organization. This is because pensions play a fundamental role in the realization of socio-economic right by providing a replacement of income to employees who lose their regular income owing to old age, disability or death of a wage earner in the family (Koys, 2001).

Testing the hypothesis two: “*Pensionable employment has no impact on organization performance*”

Table 4. 6: Correlation results of Pension and organizational performance

		Pensionable employment	organizational performance
Pensionable employment	Pearson Correlation	1	.723**
	Sig. (2-tailed)		.000
	N	50	50
organizational performance	Pearson Correlation	.723**	1
	Sig. (2-tailed)	.000	
	N	50	50
Square of coefficient (regression)		R ² =0.525	

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

Source: Primary Data

The researcher sought to establish whether Pensionable employment have an impact organizational performance; this was done with the support of the Pearson correlation product moment technique. Table above reflects the results that emerged. The level of significance (sig., at 90%) and N stands for number of respondents and the Pearson correlation ($R=0.723^{**}$), sig ($=000$) N ($=50$). There was a positive relationship exists between Pensionable employment and organizational performance as seen from the R Value of 0.723^{**} . The adjusted R^2 value of (0.525) meant Pensionable employment was found to have a 52.5% effect on organizational performance. Therefore, these results reject the null hypothesis that “Pensionable employment does not affect organizational performance”

4.4 Health insurance and organizational performance.

The fourth objective of the study was to determine the effect of Health insurance and organizational performance. To accomplish this, the researcher explored the level of agreement and disagreement with the following statements in table below. The findings are shown in table below

Table 4.7: Health insurance and organizational performance

Health insurance and organizational performance	SA		A		N		D		SDA		MEAN	SD
	F	%	F	%	F	%	F	%	F	%		
Health insurance helps to protect employees and their families against catastrophic	30	60.0	16	32.5	1	2.5	2	5.0	0	0.0	3.98	0.712
Health insurance reduces turnover of employees	26	52.5	21	42.5	0	0.0	1	2.5	1	2.5	3.89	0.699
Health insurance commits the employee to their jobs	19	37.5	29	57.5	1	2.5	0	0.0	1	2.5	3.77	1.120
it also enables the employee to save on the medical costs	24	47.5	20	40.0	3	5.0	1	2.5	2	5.0	3.82	0.789
health insurance enhances long term employment relationships	30	60.0	15	30.0	1	2.5	0	0.0	2	5.0	3.97	0.671

Source: Primary data

The findings of the study indicated that the majority (60.0%) of the respondents strongly agreed that Health insurance helps to protect employees and their families against catastrophic, these were followed by (32.5%) who agreed, (5.5%) of them disagreed while the minority (2.5%) of

the respondents were not sure whether Health insurance helps to protect employees and their families against catastrophic. This had a mean of 3.98 and standard deviation of 0.712. This was in line with Nyman (1999) who argued Health insurance helps to protect employees and their families against catastrophic costs of serious illnesses and to ensure access to medical care. Access to health insurance through the employer may be the only way to obtain medical care that would otherwise be unaffordable.

According to the findings of the study, it was presented that the majority (52.5%) of the respondents strongly agreed that Health insurance reduces turnover of employees, (42.5%) of them agreed whereas (2.5%) and (2.5%) of the respondents disagreed and strongly disagreed respectively. This showed a mean of 3.89 and SD 0.699. In relation to the findings of the study, it was revealed that the most respondents that is (57.5%) of the respondents agreed that Health insurance commits the employee to their jobs (37.5%) of them strongly agreed (2.5%) of the respondents were not sure that Health insurance commits the employee to their jobs. One of the respondents pointed out that;

“Health insurance is one of the motivational factors that can enhance the employees commitment towards the organization”

In addition to the above, the study findings testified that the majority (47.5%) of the respondents strongly agreed that it also enables the employee to save on the medical costs, (40.0%) of the respondents agreed, (5.0%) were not sure whether it also enables the employee to save on the medical costs while (2.5%) and (5.0%) disagreed and strongly disagreed respectively. This depicted how it enables the employee to save on the medical costs as seen from the mean of 3.82 and standard deviation 0.789. From the study findings, it was also showed that the majority

(60.0%) of the respondents strongly agreed that health insurance enhances long term employment relationships, (30.0%) of the respondents agreed, (2.5%) were not sure whether health insurance enhances long term employment relationships while (5.0%) of them strongly disagreed. This was supported by O'Brien, (2003) who argued that the provision of health insurance could also attract employees who anticipate establishing a long-term employment relationship with the organization (it is associated with attracting applicants during recruitment processes

Testing the hypothesis three: “*Health Insurance does not affect organization performance*”

Table 4.8: Correlation results of Health Insurance and organizational performance

		Pensionable employment	organizational performance
Health Insurance	Pearson Correlation	1	.6333**
	Sig. (2-tailed)		.000
	N	50	50
organizational performance	Pearson Correlation	.633**	1
	Sig. (2-tailed)	.000	
	N	50	50
Square of coefficient (regression)		R ² =0.4007	

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

Source: Primary Data

The researcher sought to establish whether Health Insurance have an impact organizational performance; this was done with the support of the Pearson correlation product moment technique. Table above reflects the results that emerged. The level of significance (sig., at 90%) and N stands for number of respondents and the Pearson correlation (R=0.633**), sig (=000) N

(=50). There was a positive relationship exists between Health Insurance and organizational performance as seen from the R Value of 0.633**. The adjusted R² value of (0.4007) meant Health Insurance was found to have a 52.5% effect on organizational performance. Therefore, these results reject the null hypothesis that “*health insurance does not affect organizational performance*”

4.5 Housing and Organizational performance

The fourth objective of the study was to examine the effect of Housing on Organizational performance to accomplish this; the researcher explored the level of agreement and disagreement with the following statements in table 4.9 below.

Table 4. 9: Showing Housing and Organizational performance

Housing and Organizational performance	SA		A		N		D		SDA		MEAN	SD
	F	%	F	%	F	%	F	%	F	%		
Housing allowance enhances the organizations capability of attracting and retaining competent workers	36	72.5	13	25.0	0	0.0	1	2.5	0	0.0	3.88	0.799
Housing allowance improves employee security	28	55.0	15	30.0	5	10.0	1	2.5	1	2.5	3.23	0.533
it also makes the employee feel they are members of the organization	30	60.0	16	32.5	1	2.5	2	5.0	0	0.0	3.98	0.712
it also leads to easy supervisions	26	52.5	21	42.5	0	0.0	1	2.5	1	2.5	3.89	0.699
Housing allowance reduces financial risks of the employee	28	70.0%	11	22.5	1	2.5	2	5.0	0	0.0	3.83	0.863

Source: Primary data

According to the findings of study, it was also revealed that the largest portion that is (72.5%) of the respondents strongly agreed that Housing allowance enhances the organizations capability of attracting and retaining competent workers (25.0%) of the employees agreed evidenced by the mean of 3.88 and SD of 0.799 while the minority (2.5%) were had a doubt whether Housing allowance enhances the organizations capability of attracting and retaining competent workers.

More to the above, the study findings presented that the majority (55.0%) of the respondents strongly agreed that Housing allowance improves employee security, (30.0%) of them agreed, (10.0%) respondents were not sure whether Housing allowance improves employee security while (2.5%) and (2.5%) disagreed and strongly agreed respectively. This was in conformity with Ejiofor (2006) who showed that employee welfare benefits and services such as housing were capable of attracting and retaining employees, assisting employees in meeting their needs better, helping in lowering unit cost of production, improving morale and security

The findings of the study indicated that the majority (60.0%) of the respondents strongly agreed that it also makes the employee feel they are members of the organization, these were followed by (32.5%) who agreed, (5.5%) of them disagreed while the minority (2.5%) of the respondents were not sure whether it also makes the employee feel they are members of the organization. This had a mean of 3.98 and standard deviation of 0.712. This was in line with one of the interviewed respondents who said that

“When employee are given housing allowance, they are motivated to work harder and they also get feeling of being part and parcel of the organization”

According to the findings of the study, it was presented that the majority (52.5%) of the respondents strongly agreed that it also leads to easy supervisions, (42.5%) of them agreed whereas (2.5%) and (2.5%) of the respondents disagreed and strongly disagreed respectively. This showed a mean of 3.89 and SD 0.699. The findings of the study indicated that the majority (70.0%) of the respondents strongly agreed that Housing allowance reduces financial risks of the employee. This had a mean score of 3.83 and standard deviation of 0.863. Poor standards of living, bad health, lack of education, bad housing, and poor transportation to and from work, bad

conditions in the work place reduce workers’ productivity and consequently organizational performance. In other words, the financial risks are contained (Onitiri, 1983)

Testing the hypothesis four: “*Housing does not affect organization performance*”

Table 4. 10: Correlation results of Housing and organizational performance

		Housing	organizational performance
Housing	Pearson Correlation	1	.712**
	Sig. (2-tailed)		.000
	N	50	50
organizational performance	Pearson Correlation	.712**	1
	Sig. (2-tailed)	.000	
	N	50	50
Square of coefficient (regression)		R ² =0.5069	

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

Source: Primary Data

The researcher sought to establish whether Housing have an impact organizational performance; this was done with the support of the Pearson correlation product moment technique. Table above reflects the results that emerged. The level of significance (sig., at 90%) and N stands for number of respondents and the Pearson correlation (R=0.633**), sig (=000) N (=50). There was a positive relationship exists between Housing and organizational performance as seen from the R Value of 0.712**. The adjusted R² value of (0.5069) meant Housing was found to have a 50.7% effect on organizational performance. Therefore, these results reject the null hypothesis that “*Housing does not affect organizational performance*”

4.6 Chi-Square tests between employee Benefits and organization performance

The probability of chi-square test statistics for the effect of employee Benefits and organization performance is less than the alpha level of significance of 0.05 that shows there is a significant relationship with between them. Findings of the test are summarized in the Table below:

Table 4. 11: Chi-Square tests between employee Benefits and organization performance

	Value	df	A symp. Sig. (2-sided)
Pearson Chi-Square	12.787 ^a	16	.000
Likelihood Ratio	19.281	16	.032
Linear-by-Linear Association	1.712	1	.132
N of Valid Cases	50		

Source: Primary Source

Table above shows that there is a statistically significant association between employee Benefits and organization performance. The probability of Chi-square test statistic (Chi-square = 12.787) is $p = 0.000$, that is less than the alpha level of significance of 0.05. Thus, the main objective that employee benefits affect organizational performance

4.8 Multivariate Analysis

4.8.1 The regression to test whether employee benefits affects organizational performance

The table below shows the determination of the coefficients for the regression equation.

Table 4.12: coefficients for the regression equation

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	sig
		B	Std. Error	Beta		
	(Constant)	.221	.761	.323	.529	.44
	Sick pay leave	.422	.035	.421	2.56	.06
	pensionable employment	.073	.058	.747	2.33	0.35
	Health insurance	.078	.038	.229	3.47	.19
	housing allowance	.689	.787	.162	.796	.27

Source: Primary Data, 2015

The established multiple linear regression equation becomes:

$$Y = 0.221 + 0.422X_1 + 0.073X_2 + 0.078X_3 + 0.689X_4$$

Where

Constant = 0.221, shows that if Sick pay leave, pensionable employment, Health insurance, Providing housing allowance were all rated as zero; organizational performance rating would be 0.221

$X_1 = 0.422$ shows that one unit change in Sick pay leave, results in 0.422 units increase in organizational performance

$X_2 = 0.073$ shows that one unit change in pensionable employment, results in 0.073 units increase in organizational performance

$X_3 = 0.078$, shows that one unit change in Health insurance, results in .078 units increase in organizational performance

$X_4 = 0.689$, shows that one unit change in housing allowance, results in 0.689 units increase in organizational performance

According to the above illustrations, the p values are >0.05 hence there is evidence to accept that the factors of Sick pay leave, pensionable employment, Health insurance, Providing housing allowance contribute to business growth. This is evidenced by the β coefficients as seen in table above. This implies that a unit increase in any if the independent valuables other factors constant increase the level of organizational performance

Table 4. 13: Showing the ANOVA and the coefficients of the regression results

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.321	1	6.115	.534	.347 ^a
	Residual	2.724	27	1.250		
	Total	3.974	50			

a. Predictors: ,Employee Benefits

b. Dependent Variable: organizational performance

The ANOVA results indicate that the independent variables significantly ($F=0.534$, $p=0.347^a$) explain the variance. As have been presented in the tables above the dependent variable is the employee benefits whiles the organizational performance is the dependent variables

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter generates the summary of the findings and conclusions drawn from the study based on the findings presented in data analysis and the study objectives. The chapter also advances the recommendations, as well as identifying the areas for further studies.

5.1 Summary of the findings

5.1.1 Paid sick leave and Organizational Performance

The findings revealed that the majority (87.5%) agreed Workers that are offered paid sick leave are normally cling to their jobs and that employees that are paid sick days are less likely to seek other employment elsewhere. In addition to the fact that paid sick leave reduces job instability. It was also revealed that workers offered paid sick leave might be willing to fore go higher wages in alternative jobs and that workers paid sick do not forego higher wages to maintain a position that provides sick payments.

5.1.2 Pension and Organization performance

The study revealed that majority of the respondents (92.5%) agreed that pension provides a replacement of income to employees who lose their regular income and that pension improves the morale of the employees towards achieving organizational goals. Pension was also seen to help motivates the employees to achieve productivity and influence or direct the behaviors of employees in an organization. Pension was also seen to promote employee loyalty to the organization

5.1.3 Health insurance and organizational performance.

The study further revealed the majority of the (92.5%) respondents agreed Health insurance helps to protect employees and their families against catastrophic, reduces turnover of employees and commits the employee to their jobs. It was also revealed that it also enables the employee to save on the medical costs and also that health insurance enhances long term employment relationships

5.1.4 Housing and Organizational performance

The findings also indicated that the most respondents (97.5%) agreed that Housing allowance enhances the organizations capability of attracting and retaining competent workers and also that Housing allowance improves employee security. It was also revealed from the study that it also makes the employee feel they are members of the organization and that it also leads to easy supervisions. Housing allowance was seen form the study to be able to reduce financial risks of the employee.

5.2 Conclusions

In conclusion, Workers that are offered paid sick leave are normally cling to their jobs and that employees that are paid sick days are less likely to seek other employment elsewhere. In addition to the fact that paid sick leave reduces job instability. It is also seen that that pension provides a replacement of income to employees who lose their regular income and that pension improves the morale of the employees towards achieving organizational goals. Additionally, Health insurance helps to protect employees and their families against catastrophic, reduces turnover of employees and commits the employee to their jobs. Housing allowance enhances the organizations capability of attracting and retaining competent workers and also that Housing

allowance improves employee security. It was also revealed from the study that it also makes the employee feel they are members of the organization and that it also leads to easy supervisions.

5.3 Recommendations

The aim of the study was to investigate the relationship between employee benefits/reward systems, job satisfaction, organizational commitment and employee performance and the following were recommendations made.

In order to address employee performance, employees of Kampala Quality Primary School and other schools or businesses generally, it's important to first understand that employee performance cannot be looked at as an independent variable, employee performance is driven by a number of factors and these include reward systems, job satisfaction and organizational commitment.

Management, in studying how to address the performance of employees need to critically address the issue of reward systems as more than just the monthly compensation given to an employee. In building effective reward systems, management need to look at five key factors which are compensation, benefits, work life balance, development and career opportunities, performance and recognition.

In light of the discoveries made by this study, while there is reason to analyze the reward system of teachers, other strategies should not be neglected in enhancing teacher satisfaction and commitment which are as important to driving employee performance. An employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization

5.4 Areas for further study

Education is an important aspect in everyone's life. It is undeniable that education contributes toward ensuring development in a country. Hence, the education system should be strategically planned in order to produce the best results for all concerned. The main players in the education field are the academic and administrative staff, who may be termed as teachers, tutors, facilitators or lecturers. Regardless of the title, or the institutions where they work, the educators shoulder heavy responsibilities in educating the students. Thus the important of understanding how to address the issues concerning employee benefits and their relation to organizational performance

Therefore there is need for further research in the following areas.

1. There is need to study a larger sample so as to generate wider conclusion in understanding the relationship between the variables (Sick pay leave, Pensionable employment, Health insurance and Providing housing).
3. A study should be conducted to find out if there is a relationship between working conditions, length of tenure, gender are related to employee performance.
4. A study should be conducted to find out the influence of intrinsic and extrinsic rewards on the levels of job satisfaction and organizational commitment.

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Appendix 1: Questionnaire

Introduction

Dear respondents, my name are Nagawa Beatrice, a student from Uganda Martyrs University pursuing a degree in business economic. I am conducting a research on the topic of “The effects of employment benefit on organizational performance” with a specific reference to **Kampala Quality Primary School, Kikaaya** as a case study. Kindly fill this questionnaire; it will be of great importance for the progress of this research. The information provided in the questionnaire will be treated with the highest level of confidentiality and anonymity. Kindly respond to the question. Your response is highly appreciated.

SECTION A: Demographic Characteristics

Tick / fill in the most appropriate answer.

1. Gender:

a) Female b) Male

2. Age

a) Below 20 years b) 20 – 25 years c) 26 – 30 years
d) 31 – 35years e) 36 – 40 Years f) Above 40 years.

3. Highest level of education Qualification

a) Certificates b) Diplomas c) Degrees d) Masters

e) Others (specify)

For how long have you worked in this school?

a) 1-2Years b) 2-3years c) over 3 years

Please indicate the extent to which you agree or disagree to the following statements' by ticking the appropriate number.

Strongly agree	Agree	Not sure	Strongly disagree	Disagree
5	4	3	2	1

SECTION B: Paid sick leave and Organizational performance

To what extent do you agree with the following statements with regards to the relationship between Paid sick leave and Organizational Performance?

No.	Paid sick leave and Organizational performance	1	2	3	4	5
1	Workers that are offered paid sick leave are normally Cling to their jobs.					
2	Employees that are paid sick days are less likely to seek other employment elsewhere.					
3	Paid sick leave reduces job instability					
4	Workers offered paid sick leave might be willing to fore go higher wages in alternative jobs					
5	Workers paid sick do not forego higher wages to maintain a position that provides sick payments					

SECTION C: Pension and Organization performance

Pension and Organization performance		1	2	3	4	4
1	Pension provides a replacement of income to employees who lose their regular income					
2	Pension improves the morale of the employees towards achieving organizational goals.					
3	Pension helps motivates the employees to achieve productivity					
4	Pension influences and directs the behaviors of employees in an organization					
5	pension promotes employee loyalty to the organization					

SECTION D: Health insurance and organizational performance

Health insurance and organizational performance		5	4	3	2	1
1	Health insurance helps to protect employees and their families against catastrophic					
2	Health insurance reduces turnover of employees					
3	Health insurance commits the employee to their jobs					
4	it also enables the employee to save on the medical costs					
5	health insurance enhances long term employment relationships					

SECTION E: Housing and Organizational performance

Housing and Organizational performance		1	2	3	4	4
1	Housing allowance enhances the organizations capability of attracting and retaining competent workers					
2	Housing allowance improves employee security					
3	it also makes the employee feel they are members of the organization					
4	it also leads to easy supervisions					
5	Housing allowance reduces financial risks of the employee					

THANK YOU FOR YOUR TIME AND COOPERATTION

Appendix II: Interview Guide

I am a student of UMU and currently collecting data for compilation for my dissertation as a partial requirement for the award of Degree in Sciences in Economics. I am here to conduct an interview for a maximum of 15 minutes. The interview I am conducting relates to **the effect of employee benefits on performance of an organization**. You have been selected to share with us your experience and make this study successful. The Interview I am conducting is basically aimed at obtaining qualitative information to compliment the quantitative information which I am also collecting Information given will be treated with utmost confidentiality.

1. What kind of employee benefits do you use on your school?
2. To what extent does sick pay leave affect organization performance?
3. In your view. How has pensionable employment affected organization performance?
4. What is the contribution of Health Insurance on organization performance
5. To establish the relationship between Providing Housing and organization performance

END