

**EMPLOYEE BENEFITS CUSTOMIZATION AND JOB SATISFACTION IN AN
ORGANIZATION :A CASE STUDY OF UGANDA CHRISTIAN UNIVERSITY
MUKONO MAIN CAMPUS**

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL
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**UGANDA CHRISTIAN
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ABSTRACT

This dissertation explores the impact of personalization of employee benefits on job satisfaction within organizations. Organizations today operate in a business environment where the realization is increasingly dawning that benefits are going to be of paramount importance in the specific organizations that will attract, retain, and motivate talent. For sure, the one-size-fits-all benefit package of yore perhaps might not meet the diverse needs of a multigenerational workforce leading to disengagement and dissatisfaction. It aims to establish whether tailoring employee benefits to individual employees' preferences can positively impact job satisfaction, employee retention, and performance at the organizational level. The study pursues a mixed-methods approach: quantitative surveys and qualitative interviews cascade up and down the different levels of the organization in an attempt to deduce the perception of employees about their benefits and, in turn, their jobs.

Analyses will be done based on demographic groups, such as age, gender, and job role, to understand if the tailored benefits have a differential impact based on employee characteristics. Results show that customized benefits have a great deal of association with the increase in job satisfaction. Employees who feel their benefits are customized are very loyal, involved, and motivated in their work. More importantly, the study determined what aspects of benefit customization employees valued the most, which involved flexible work arrangement options, healthcare, retirement, and wellness programs. Human resource management that indicates customization of benefits as one strategic tool that may be considered to better employees' levels of satisfaction. It further makes practical recommendations for organizations to enhance their human resource practices by calling on organizations to adopt a more individualistic approach to benefits that is in tandem with the diverse needs of the modern workforce.

DECLARATION

DECLARATION

I, **MAJUONG KULANG** certify that this is my creation is original material and has never been available for academic presentation for any award of any institution. Where the work of other scholars has been used, due recognition has been given.

Signature: 

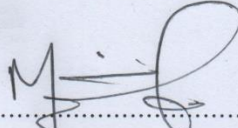
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Date: 10th / Sept / 2024

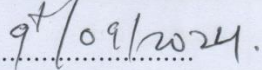
APPROVAL

APPROVAL

This is to certify that this dissertation by **MAJUONG KULANG** entitled “Employee Benefits Customization and Job Satisfaction in an Organization” has been written under my supervision and hereby I have reviewed and approved the submission for examination as the University's chosen supervisor.

Signature:  (Supervisor)

Supervisor's Name: Mr. Kabanda Martin

Date: 

DEDICATION

I offer this research as a dedication to my parents, Kulang Makeny and Sabur Baraka, and my brother, Juma Kulang.

ACKNOWLEDGEMENT

I convey my sincere appreciation to the Almighty God for the gift of life, knowledge, wisdom, and guidance that has enabled me to reach this far in life.

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LIST OF ABBREVIATIONS

ERP	-	Enterprise Resource planning
OA	-	Online Analytical
UCU	-	Uganda Christian University
S.D	-	Standard Deviation

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter outlines the background of the study, the statement of the problem, the objectives of the study, and the research questions. It further highlights the scope of the study, the justification of the study, and the significance of the research and the conceptual framework.

1.1 Background of the study

In the accounting arena, there has been wide recognition regarding the importance of employee job satisfaction and organizational commitment. Several studies have focused on the factors that influence those variables and their effect on organizational performance. This literature review aims to research the studies conducted on job satisfaction, organization context variables and benefits customization and their relation to organizational commitment and performance.

The paper by Buky et al. (2014) describes an investigation of the impact of job satisfaction and organization context variables on organizational commitment among professional accountants. The findings indicated that formalization, organizational inflexibility, and satisfaction with organizational structure were significant determinants of organizational commitment. Years of experience in the accounting career and growth needs force was also related significantly to organizational commitment. It therefore provides valuable insight into how firms can manage organization context variables to result in desired improvements in organizational commitment. On the other hand, however, the study conducted by Buky et al. in 2014 did not study any relationship between benefits customization and job satisfaction and organizational performance. Benefits customization is an issue that deals with an organization's practice of offering various benefits to its various employees as a result of their different needs and preferences. According to Baumgartner (2014), customization of benefits might be significant to satisfy jobs in organisations as well as to improve performance. As such, it is necessary to conduct further research that establishes how benefits customization can impact job satisfaction as well as performance.

Baumgartner's goal 2014 was "to investigate the role of employee empowering and benefits customization in order to enhance service standard, job satisfaction, and competitive advantage

within the hospitality context." Here, he emphasized that two elements are empowering employees and benefits customization. Mentioning how benefits customization influences organizational performance is another research gap, and therefore it needs further investigation about its relationship with organizational performance.

Ng (2013) investigated ERP system use and user satisfaction to determine what factors contributed to them. The results indicated that user interface fit had a positive effect on ERP system use, while process fit positively influenced ERP system user satisfaction. Information quality, system quality, and service quality were found to have varying impacts on these relationships. However, it did not specify how the data were collected; this limited the understanding of the methodology of the research applied.

Also, Rhahmah, 2009, conducted a study to find out how MTN Uganda customized services to improve customer satisfaction. Some of the ways MTN Uganda could perform personalization, as recommended by the researcher, included building long-term relationships with customers, offering support services, proper time management, and instituting a good system addressing customer complaints. The research study did not point out the data-gathering instruments used in the study, hence raising questions over the reliability and validity of the findings. The study also did not look at the effect of benefit customization on the performance of the organizations. Rothenberger and Srite 2009, looked into drivers of over customization of ERP systems. The study found drivers to include uncompensated redevelopment of functionality, resistance because of change base on cultural issues, low level project acceptance and lack of resistance or opposition to request customization by the implementation team. They explained how such objections arise and also the reasons they lead to over-customization. However, this study did not report its methods of data collection, hence limiting the understanding of the research process. The second Tan and Lo, 1991, researched the customization of the interface design for Online Analytical systems, OA. They found that, by tailoring the interface to suit the user's quiriness, the role of the user's cognitive style in determining the effectiveness of the OA system could be minimized. This would appear to suggest that, given the possibility of interface tailoring, system designers need not take the users' cognitive styles into consideration explicitly in system design. However, it did not specify details concerning the methods of data gathering employed, which limits the evaluation of the research validity.

A more recent study, Kim and Lee 2020, examined the influence that is exerted by creative activities through computers on consumer happiness as well as purchase intention. According to the researchers, practitioners should try to focus on guaranteeing the autonomy, competence, and pride of the researcher in order for them to enhance consumers' happiness as well as purchase intention. The study did not discuss the relationship between benefits customization and job satisfaction or organizational performance.

It is negatively related to turnover intention, which then influences firm productivity and performance accordingly. Organizational culture was found to moderate the relationship of job satisfaction with turnover intentions. This result was of immense practical implication with the composition of the workforce changing because of the aging population. However, benefits customization affecting the levels of job satisfaction and influencing organizational performance was not discussed therein.

Parthasarathy and Daneva, on the other hand, presented an estimate of the degree of customization in ERP implementation. Based on this perception, the researchers developed a solution approach that could reason the need for customization in quantitative terms, thus enabling the customization decision-makers to make value and cost trade-offs. However, the study did not provide information about the methods used to collect data, hence limiting understanding to the research process.

In short, the extant literature provides a sound basis of how job satisfaction and organizational context variables, benefits customization, and organizational commitment and performance are interlinked. However, there are significant lacunae in this regard, particularly with respect to the impact of benefits customization on job satisfaction and organizational performance. Such lacunae need to be filled, and future research has to make use of effective data collection methods so that the findings are reliable and valid.

1.2 Statement of the problem

Customization of benefits is, therefore, an important influencer of job satisfaction in any organization. Theoretically speaking, the benefits must be as near as possible to the individual needs and preferences of employees since this maximizes employee satisfaction and well-being. The ideal situation does not come without certain challenges. Although there has been research into the subject of employee benefits and their relation to job satisfaction, a significant gap remains regarding the personalization of such benefits. Current research is limited to general benefits packages or wide categories, failing to delve deeper into the unique preferences and needs that different employees may have. This limitation makes it hard for us to know how personalizing the benefits can directly influence job satisfaction and employee retention. Therefore, the study will seek to find out how employee job satisfaction has been affected when staff have their benefits tailored towards them. This research will try to fill the gap by investigating the areas in which employees' benefits packages can be customized to address individual preferences including health, finance, and lifestyle. The research will explore better how an organization can suit its employees' benefit packages to enhance their general job satisfaction and well-being.

1.3 Objectives of the study

1.3.1 General objective

The general objective of this study was to examine the employee benefits of customization on job satisfaction in Uganda Christian University Mukono Main Campus.

1.3.2 Specific objectives

- a)** To examine the relationship between employee benefits customization and employee engagement levels at Uganda Christian University Mukono Main Campus.
- b)** To determine the impact of employee performance and job satisfaction in Uganda Christian University Mukono Main Campus.
- c)** To determine the relationship between benefits customization and employee retention in Uganda Christian Mukono Main Campus.

1.4 Research Questions

- a)** What is the relationship between employee benefits customization and employee engagement levels in Uganda Christian University Mukono Main Campus?
- b)** What are the impacts of employee performance and job satisfaction in Uganda Christian University Mukono Main Campus?
- c)** What is the relationship between benefits customization and employee retention in Uganda Christian University Mukono Main Campus?

1.5 Scope of the Study

The scope of the study comprises the content scope, geographical scope, and time scope as follows:

1.5.1 Content scope

The research will, therefore, revolve around the impact of benefit customization on employee job satisfaction within the corporation. The research shall thus be mainly involved in looking at the relationships that exist between employee benefit customization and employee performance levels and job satisfaction with and benefits customization and employee retention within an Organization. It shall study job satisfaction within the Organization as the dependent variable and benefit customization as the independent variable.

1.5.2 Geographical Scope

The research will occur at UCU's main campus, which has over 8,000 students and is located in the town of Mukono, about 25 kilometers (16 mi) east of Kampala, the capital of Uganda, along the Kampala-Jinja Highway.[4] The main campus's coordinates are 0°21'27.0"N, 32°44'29.0"E (longitude: 32.741389), latitude: 0.357500.

1.5.3 Time Scope

The researcher will use literature from the authors starting 10 years up-to-date.

The research is valid is valid until 2024.

1.6 Justification of the Study

It is the limitation brought about by financial constraint, since the insufficiency of funds tends to impede efficiency in sourcing relevant materials, literature or information, in addition to the process of data collection, that is, via the internet, questionnaire, and interview. Limitation of time- The researcher will be doing this study alongside other academic work. This will consequently reduce the time used for the research.

1.7 Significance of the study

The results of the study would be valuable to the following:

The researcher, who will thereby be fulfilling part of his requirement towards the award of a Bachelor of Business Administration from Uganda Christian University. It would be helpful to other future researchers and a value addition to them since they will use it as part of their reference material in the same or related field of study. The basis of this research is to broaden the knowledge of benefit customization and work satisfaction within an Organization. In that respect, the existing information and literature that may be available on these topics will be complemented.

Its findings would greatly help the researcher grasp the very concepts of field research, like data collection, gathering and compiling information, and the analytic capabilities. Such a skill would enable the researcher to carry out business research-related tasks in both professional and personal consultancies.

Its findings will be a benchmark to Uganda Christian University, from which important information will inform policy fractals on internal benefit customization and work satisfaction in the organization; they may even provide possible solutions to the problem. This would be achieved by using the recommendation and findings of the study as the reference point needed to find any probable loopholes.

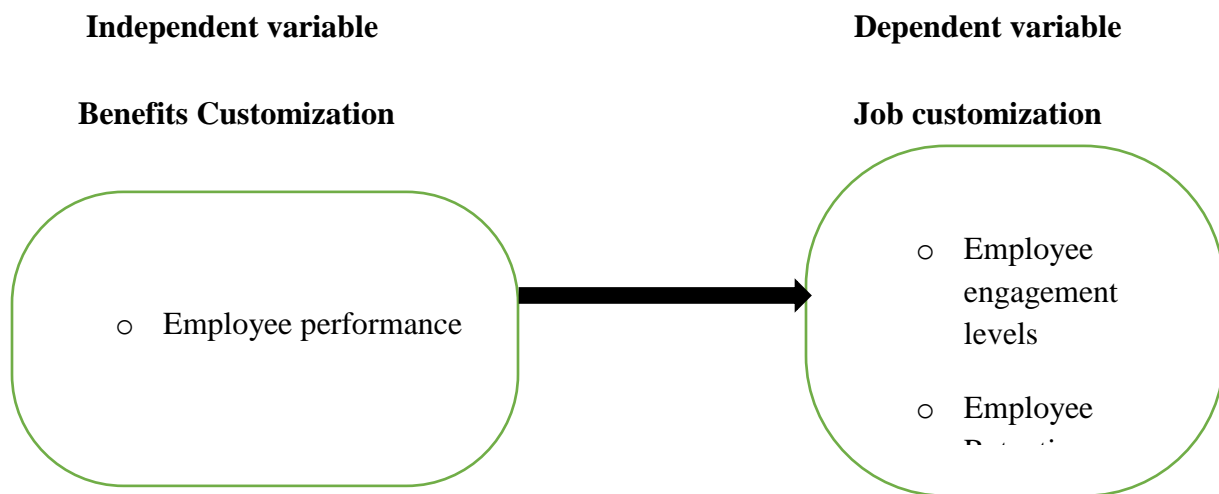
Contributing to the growth of knowledge in benefits customization, financial performance, and morally and legally appropriate procurement procedures at the collegiate level. From the recommendations, PPRA was able to identify how important it is to educate suppliers about the provisions of the Act to achieve value for money.

The study will, therefore, add to the literature of benefits derived from customization and work satisfaction in Uganda Christian University, where only limited research has been done. This will assist future scholars or researchers by giving them further information and insight.

1.7 Conceptual Framework

Kombo and Trompo (2006) define a conceptual framework as a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate this. The study will be based on a conceptual framework as illustrated in figure 1 below: -

Figure 1: Conceptual Framework



Source: Adapted Modified by the researcher from Tukamuhabwa (2012);

Description of the conceptual framework

Figure 1: In this context, internal auditing acts as the independent variable, employee performance. It serves as a tool to assure operational effectiveness and goal achievement. Job satisfaction, the dependent variable, reflects the organization's economic health, including profitability, liquidity, efficiency, and solvency. However, the study will embrace and elaborate more on the relationship between benefits customization on employee engagement levels and employee retention which are also dependent variables that will reflect on the organizational economic growth through service delivery that will attract more clients to be part of the organizations because of the good and resilient products they do produce and delivering services to them at a given period.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

The material is arranged in three sections, and the chapter shall discuss material relevant to the aims of the study. The first section discussing relevant literature on the association of benefit customization and employee engagement level is followed by a subsection discussing employee performance and job satisfaction regarding benefits customization. The last subsection will discuss the relationship between benefit customization and employee retention.

2.1 Background

Employee engagement and customization of B2B services are two important areas of research that have been studied extensively in recent years. This literature review aims to analyze the existing literature on these topics and identify any gaps that need to be addressed.

2.2. The relationship between benefits customization and employees' engagement level

The first study by Inda and Mishra (2016) focuses on the impact of customization of B2B services on customer-perceived value, cost-efficiency, and organizational performance. The authors categorize customization into three categories and provide insights into the effects of different degrees of customization. However, the study fails to address the difference between benefits customization and employee engagement levels, which presents a gap in the research. Nwaonumah (2022) conducted a study on the relationship between system customization and job performance of deposit money banks in Rivers State. The findings indicate a significant and positive relationship between system customization and job performance. The study recommends that deposit money banks should ensure their system automation is innovative, creative, and accommodative. However, the study lacks information on the data collection methods used, which is a limitation.

Virtanen (2023) explores the impact of employee benefits on employee engagement and work motivation. The study discusses various factors that affect engagement and motivation, emphasizing the importance of considering these factors when examining engagement and motivation. Although the study provides valuable insights, it does not delve into specific data collection methods or address any gaps in the research.

AlHamad et al. (2024) investigate the impact of customization strategy and product variety on operational performance and organizational competitiveness. The study reveals a significant relationship between customization strategy, product variety, and operational performance. However, the researchers fail to mention the data collection methods used, which limits the conclusions drawn from the research.

Gruman and Saks (2011) propose a model of engagement management that suggests a new perspective for fostering and managing employee engagement to achieve high levels of job performance. While the model provides valuable insights, it only offers a perspective for thinking about fostering and managing employee engagement, without providing concrete recommendations or addressing any gaps in the research.

Constantinou (2021) focuses on the relationship between employee engagement opportunities, job satisfaction, and employee retention in the private sector. The study highlights the importance of salary, benefits, welfare, and personal growth as motivators for employees. The findings suggest that organizations can improve their success and productivity by increasing employee engagement and job satisfaction while minimizing turnover intention through meaningful benefits and development opportunities. However, it is important to note that the study may have implications for organizations but does not provide specific data collection methods or address any gaps in the research.

In conclusion, the literature review highlights several studies that have examined the relationship between the customization of B2B services, employee engagement, and job performance. While these studies provide valuable insights, there are gaps in the research, such as the lack of data collection methods and the need for further exploration of the differences between benefits customization and employee engagement levels. Future research should aim to address these gaps and provide more comprehensive insights into these important areas of study.

2.3 To determine job satisfaction and its impact on employee performance

Employee benefits play a crucial role in shaping the work atmosphere and performance of employees within an organization. Reissová, Šimsová, and Fričková (2019) highlight the significance of understanding the differences in work atmosphere assessment between Generation A and Generation B employees. The authors suggest that employers should consider these generational differences when designing incentive schemes to effectively manage work performance. However, the issue of employee benefits and their impact on business performance requires further examination in the field of science and research.

Li (2023) provides an overview of employee benefits, their categories, and the factors that influence them. The author emphasizes the importance of understanding employee expectations and the reasons behind the mismatch between these expectations and the actual benefits offered. Furthermore, Li analyzes the impacts of benefits on various aspects of business performance, including retention, engagement, commitment, motivation, and productivity. This comprehensive understanding of employee benefits and their effects on business performance can guide human resource management in redesigning compensation packages to meet employee expectations and achieve desired performance outcomes. However, Li identifies a gap in the study, as it lacks the use of modern methods of data collection.

Singh and Jain (2013) discuss the variables responsible for employee satisfaction and propose various strategies to increase employee satisfaction. However, the authors fail to mention the data collection methods used in their study and do not explore the impact of job satisfaction on employee performance. This gap in the research limits our understanding of the relationship between job satisfaction and performance.

Saranya (2014) emphasizes the significant impact of job satisfaction on worker motivation, which in turn affects productivity and the overall performance of organizations. However, the author notes that job satisfaction has not received adequate attention from scholars and managers in the region. Saranya recommends that managers focus on factors that impact employee performance to enhance job satisfaction and well-being. The author suggests using theoretical approaches to support empirical studies, which often lack clarity regarding the relationship between variables. Nevertheless, the study lacks information on the data collection methods and tools used.

Balouch and Hassan (2014) investigate the association between employee empowerment, workplace environment, job loyalty, and job performance. The results reveal a positive relationship between these factors. However, the study solely relies on the use of SPSS for data collection, which limits the scope of data collection methods.

Hee, Yan, Rizal, Kowang, and Fei (2018) emphasize the long-term resolution of job satisfaction for talent retention and high performance in organizations. They argue that sustaining and growing a business requires prioritizing job satisfaction. However, the study does not address the data collection methods employed.

Hermanto, Muhyi, and Purnomo (2018) examine the relationship between job determinants, job satisfaction, and employee performance. The study finds a positive but not significant relationship between job determinants and employee performance. However, job determinants have a positive and significant relationship with job satisfaction, and job satisfaction positively impacts employee performance.

Shafiq and Hamza (2017) recommend future research to focus on other business sectors and explore the impact of training and development on employee performance. However, the study does not provide information on the data collection methods used.

Owusu and Owusu (2014) identify inadequate training as a major challenge to job satisfaction among mine workers. The study suggests that management should prioritize training to improve job satisfaction. However, the authors do not mention the data collection methods employed in their study.

Barasa, Malau, and Sumali (2018) argue that job satisfaction acts as a full mediator between work competence, work motivation, organizational culture, and employee performance. However, the study lacks information on the data collection methods and tools used. Dharma and Hady (2023) find that organizational culture and compensation have a positive impact on job satisfaction, which in turn affects employee performance.

The study suggests that a positive organizational culture, work discipline, and compensation collectively contribute to job satisfaction. However, the authors do not mention the data collection methods employed.

Islam, Rasul, and Ullah (2012) conclude that effective organizations foster cooperation, coordination, commitment, and satisfaction among employees, leading to the achievement of organizational goals. However, the study does not provide details about the data collection methods used.

In conclusion, the literature reviewed highlights the importance of employee benefits, job satisfaction, and their impact on employee performance. However, several gaps exist in the studies, particularly regarding the lack of information on data collection methods. Therefore, further research is needed to address these gaps and provide a more comprehensive understanding of the relationship between employee benefits, job satisfaction, and performance.

2.4. To determine the relationship between benefits customization and employee retention

Employee retention has become a significant challenge for organizations in today's competitive business environment. Not only do organizations need to manage their resources effectively, but they also need to find effective ways to retain skilled employees. Skilled employees are crucial for a company's ability to remain economically competitive (Das & Baruah, 2013). Additionally, continuously satisfying employees is another challenge faced by employers (Kumar, 2017). One of the gaps identified in the existing literature is the lack of information regarding the tools used for data collection. Das and Baruah (2013) pointed out that the researcher did not indicate the tools for data collection. This gap hinders a comprehensive understanding of the methods employed in employee retention research. Another gap identified by Kumar (2017) is the inadequate explanation of employee retention and the ways to maintain it in the research title. This lack of clarity in the research title may lead to confusion and misinterpretation of the study's objectives.

Another gap in the literature is the fragmented nature of research in this area. Shakeel and But (2015) highlighted that previous studies focused on specific variables related to employee retention, such as occupational pension, promotion, awards, supervision, and organizational commitment. However, there has been no attempt to combine and consolidate these various factors into a single body of work. This fragmented approach limits the overall understanding of employee retention and its influencing factors.

Furthermore, the lack of data collection methods mentioned in the abstract is another gap identified in the literature (Kossivi, Xu, & Kalgora, 2016). Without clear information on the data collection methods used, it becomes challenging to assess the validity and reliability of the research findings. Similarly, Rakhra (2018) pointed out that the strategies for retaining high-performing employees were not mentioned in the study. This gap hinders the practical applicability of the research findings in real-world organizational settings.

In the context of IT firms operating in India, Kaur (2017) identified the gap by not mentioning the data collection method. This gap limits the transparency and replicability of the research. Similarly, Kamalaveni, Ramesh, and Vetrivel (2019) conducted a secondary research review on employee retention but did not mention specific ways to retain employees. This gap hinders the practical implementation of the research findings in organizations.

The role of employee satisfaction in enhancing operational performance and customer satisfaction has been highlighted in the literature (Yee, Yeung, & Cheng, 2008). However, the gaps identified in this study include the lack of specific ways to retain employees and the absence of information on the data collection method. These gaps limit the practical implications of the research findings.

Mpugusi (2015) conducted a study on the predictors of employee intention to leave and found that factors such as level of education, age, participation in decision-making, working environment, salary, and promotion significantly predicted the intention to leave. However, the gap identified in this study is the lack of information on the data collection method. This gap hinders a comprehensive understanding of the study's methodology.

Lastly, Inda and Mishra (2016) discussed the changes in the workplace due to societal and organizational shifts. However, the gap identified in this study is the absence of information on data collection methods. This gap limits the transparency and replicability of the research.

In conclusion, the literature review reveals several gaps in the existing research on employee retention. These gaps include the lack of information on data collection methods, inadequate explanation of employee retention and its maintenance, fragmented research focus, and the

absence of specific strategies for retaining employees. Addressing these gaps will contribute to a more comprehensive understanding of employee retention and provide practical insights for organizations.

2.5. Theoretical Framework

Employee Benefits Customization and Job Satisfaction

Job satisfaction is a crucial factor influencing employee attitudes, behaviors, and overall organizational outcomes (Judge et al., 2001). It refers to the extent to which employees feel positively or negatively about their work and the related facets of their jobs (Locke, 1969). Benefits customization involves tailoring employee benefits packages to individual preferences and needs (Kochan et al., 2003). Customization can include flexibility in choosing health insurance plans, retirement savings options, childcare benefits, and other non-monetary perks (Allen et al., 2016). Psychological contract theory posits that mutual obligations and expectations between employees and employers influence job satisfaction (Rousseau, 1995). Benefits customization enhances the perception of fairness and reciprocity in the employment relationship, thereby positively impacting job satisfaction. Expectancy theory suggests that employees are motivated when they believe that effort will lead to performance, performance will lead to outcomes, and these outcomes are desirable (Vroom, 1964). Benefits customization aligns with individual preferences, increasing the perceived value of rewards, and enhancing motivation and job satisfaction. Social exchange theory emphasizes the exchange of resources and mutual obligations in social relationships (Blau, 1964). Benefits customization represents a form of organizational investment in employees, fostering reciprocity and commitment, which in turn boosts job satisfaction and reduces turnover intentions. Studies have shown that organizations offering customized benefits packages experience higher levels of employee satisfaction (Kossek & Thompson, 2016). Employees perceive customization as a demonstration of organizational support and care, leading to enhanced job satisfaction and overall well-being (Greenhaus & Powell, 2006). Case studies of organizations implementing benefits customization strategies reveal increased employee engagement, reduced absenteeism, and higher productivity (Becker & Huselid, 2006). These outcomes are linked to employees' positive perceptions of the organization's efforts to meet their diverse needs. Benefits customization plays a critical role in

shaping employees' perceptions of their jobs and organizational commitment. By aligning benefits with individual preferences, organizations can enhance job satisfaction, improve retention rates, and ultimately achieve better organizational outcomes.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0. Introduction

This section covers research design, the study population, study area, sample size determination, sample selection, data sources, tools of data collection, the process of data collection, controlling data quality, data processing and analysis, and finally, ethical considerations.

3.1 Research Design

The researcher has chosen a case study on which to conduct this research. The appropriateness of the case study research design was selected as it studied a range of responder types, and the case study approach would utilize a range of quantitative research methods, which included the usage of surveys. Questionnaires would be utilized to collect the quantitative data. In a case study, the participant or set of participants' employees, say, or members of a given social group will be generally interviewed to understand their experiences; or else, "the case history" will be reconstructed.

3.2 Research Population

The study's target population will be Uganda Christian University workers. These will be limited to only full-time staff for both academics and administrative staff with the involvement of two faculties. These responders will be chosen and utilized to gather accurate and legitimate data. Fifty (50) will be the study population. They will take into account offering the researcher insightful and qualified opinions, which increase the credibility of the findings. These respondents will be questioned to get a range of perspectives that will improve the study's comprehensiveness and reliability for the good of society.

3.3 Sample size determination

The sample size will be limited to only full-time staff both academics and administrative staff with the involvement of two faculties, business faculty and Divinity faculty.

The sample population will be only 25 staff from both faculties, 15 respondents will be from business faculty and 10 respondents will be from faculty of Divinity, they will be chosen and utilized to gather accurate and legitimate data.

Sample size determination table 1

N	S
10	10
15	14
20	19
25	24
30	28
35	32
40	36
45	40
50	44

According to Sarantakos, 1997 sampling can be defined as an act of selecting the units from the target population under study in such a way that the sample of elements selected become representative of the population under study. In the quantitative part, purposive sampling will be used to select business instructors, accounting staff, office attendants and wardens who can provide the researcher with accurate information. These will be especially selected by their position, and an interview will be conducted at their workplace, and this will ensure the attainment of more objective information. This responder group will give actual results and viable information for auditing.

3.5 Sources of data

For this project, both primary and secondary data will be used. As planned, primary and secondary data will be gathered using various techniques, which are described below. Owing to its adaptability in gathering data, Uganda Christian University Mukono Main Campus will serve as the case unit for the researcher's thorough evaluation. The investigator intends to employ primary data collection methods, such as interviews and questionnaires, to circumvent the utilization of secondary data sources and/or information that could lead to erroneous study conclusions.

3.6 Data collection instruments

The study will use the following research instruments: -

3.6.1 Questionnaire

A customized questionnaire (see Questionnaires A and D) will be created and utilized to gather respondents' opinions by narrowing the research questions and identifying the study objectives. The purpose of the questions is to evaluate the relationship between work satisfaction and benefit customization at Uganda Christian University's Mukono Main Campus.

3.7. Procedure of data collection

In keeping with ethics, the researcher got permission to do the study via a letter of introduction from the research coordinator at Uganda Christian University's Faculty of Business and Administration. The researcher needed this kind of letter of authorization to conduct the study. The surveys will be allotted by the researcher to the warden, office attendants, accounting staff, and business lecturers. Questionnaires will be used in 2024 to gather this data. Respondents will also

be reassured by the researcher that the study will adhere to the highest standards of academic integrity and confidentiality. Since the data for this study was anonymously coded, it is impossible to identify specific respondents from it.

3.8 Quality/error control

The study will be guided by the validity and reliability of research instruments as follows: -

3.9. Validity of instruments

Validity, according to McMillan & Schumacher, 2006 "refers to the degree to which the explanations for phenomena accurately match the facts of reality." The validity of the questionnaires will be established by pre-testing the tools. Pre-testing will also help estimate the length of time it takes to answer the questionnaires and the questions appropriateness and accuracy in measuring the subject of study. The pretest will be given to five respondents from the population of interest who are not in the sample. The questionnaires will be examined, question by question, and those deemed unnecessary will not be included in the actual data-gathering instrument. The instrument will be checked for its gaps through the judgment of the researcher and field data. The researcher will ensure the questions and items in the instrument meet very aims of the study in ensuring the described tool is valid.

3.10 Data processing and analysis

Meaningful information will be produced from raw data. To ensure that the information is accurate and thorough, the procedure will involve editing, tabulating, and analyzing it.

3.10.1 Editing

This will identify and get rid of any potential errors. To discover and utilize for concluding, only pertinent, accurate, and essential data will be employed.

3.10.2 Tabulation

To facilitate analysis and the determination of the relationships between variables, certain data will be displayed in a table.

3.10.3 Quantitative data

Using statistical software such as Microsoft Excel, the data will be analyzed to provide frequencies under this technique. The rate percentages will then be computed using the same software. This will help create tables that will make the study results easier to present and understand. This will be accomplished using content analysis, in which daily summaries of the field notes from the relevant respondents will be produced. The creation of summary sheets with data in the sought-after key variable will make this necessary. The information provided by the business faculty in their lectures, the accounting department's staff, the university's office attendants and wardens, and questionnaires will all be included in the data analysis. The questions in the questionnaire will be objective. Before assembling the final report, a sequential analysis will be conducted to offer a thorough understanding of the data gathered. This will assist in identifying areas that call for further literature.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter, therefore, presents the results of the data collected and interprets these findings in terms of relevance to the research objectives set out in Chapter 1. In this light, it organizes the material in this chapter in such a way that a clear analysis of the data focuses on the key variables of the study, namely employee benefits customization, employee engagement levels, job satisfaction, performance, and retention. The findings are analyzed to understand how the relationships and impacts, as advanced in the research, have come about.

4.1 Bio Data

In this section, we discuss the demographic profile of the respondents. From the respondents, the following demographics were collated: gender, age, educational background, years of experience, and job position within the organization. The demographic profile is important in setting the context of the findings and aids in better interpretation of the results.

4.1.1 Gender Distribution

The gender distribution of the respondents indicates that 53% of the respondents were male, while 46% were female. This distribution reflects the gender composition of the organization and is considered representative of the target population.

Table 2: Gender distribution

Gender	Number	Percentage
Male	16	53
Female	14	46

Source: Primary source

4.1.2 Age Distribution

Table 3: Age of respondents

Age	Number
Below 25	0
23-34	13
34-44	11
45-54	5
55	1
Total	30

Source: Primary data

The respondents' ages ranged from below 25, 25-34, 35-44, 45-54, and 55 with the majority falling within 25-34 age bracket. This distribution is typical of a working population and suggests a mature workforce.

4.1.3 Educational Background

The educational background of the respondents varied, with the majority holding a Masters, followed by degrees and PHDS. This indicates that the respondents possess the necessary qualifications to provide informed responses regarding employee benefits and their impact on engagement, satisfaction, and retention.

4.1.4 Years of Experience

The years of experience are categorized as below 4 years, 5-10 years, 11-15years, 16-20years, above 20years. A significant proportion of the respondents had over 5-10 years of experience. This portends that the respondents have sufficient years of experience and should be relatively knowledgeable with the benefits system in place within the organization.

4.1.5 Job Position

These were the job positions: Head of department, program coordinators, and Receptionist. The managerial positions amounted to 30 percent of the sample, with the rest non-managerial. This mix ensures that perspectives from different levels are captured.

4.2 Addresses Objective of the Topic

In this section, the findings are presented and discussed in relation to each research objective.

Table 4: To Examine the Relationship between Employee Benefits Customization and Employee Engagement Levels

Statement				MEAN	S.D
	Strongly Agreed & Agreed	Disagreed & Strongly Disagreed	Neutral		
I am satisfied with the benefits customization options my employer provides	21	4	5	4.75	0.676
Customized benefits have positively impacted my overall engagement at work	23	0	7	4.87	0.346
The customized benefits I receive are relevant to my personal and professional needs	22	0	8	4.43	0.920
Having customized benefits motivates me to perform better in my role	23	1	6	4.79	0.412
The ability to customize my benefits makes me feel valued by my employer	12	2	6	4.86	0.351
I feel a stronger commitment to the organization because of the customized benefits	19	0	11	4.87	0.346
Customized benefits have improved my work-life balance	22	0	8	4.47	0.900
I am more engaged at work with customized benefits compared to standard benefits	18	1	10	4.45	0.506
The option to customize benefits shows that my employer supports my individual needs	21	1	9	4.47	0.507
I would recommend my organization to others based on the customized benefits offered.	24	0	6	4.58	0.584

According to the data collected, respondents are more satisfied with the point of benefits customization options that their employer provides with a mean of 4.75 and a standard deviation of 0.676, there was perfect response to customized benefits have positively impacted my overall engagement at work, with a great mean of 4.87 and a standard deviation of 0.346 and the customized benefits provides are relevant to personal and professional needs, having a mean of 4.43 and a standard deviation of 0.920.

providing customized benefits motivates staff to perform better tasks which has reflected to a mean of 4.79 and a standard deviation of 0.412, respondents gave positive answers to the point of ability to customize benefits makes workers feel valued by their employer, as shown by a mean of 4.86 and with low standard deviation of 0.351, respondents feel stronger commitment to the organization because of the customized benefits, with a mean of 4.87 and a standard deviation of 0.346, customized benefits have improved my work-life balance, indicated by a mean of 4.47 and a standard deviation of 0.900, the data collected showed that respondents are more engaged at work with customized benefits compared to standard benefits, with a mean of 4.45 and a standard deviation of 0.506, the option to customize benefits shows employer supports respondents individual needs, shown by a mean of 4.47 and a standard deviation of 0.507 and respondents would recommend organization to others based on the customized benefits offered, with a mean of 4.58 and a standard deviation of 0.584. The data analysis revealed a significant relationship between employee benefits customization and employee engagement levels.

Table 5: To Determine the Impact of Job Satisfaction on Employee Performance

Statement				MEAN	S. D
	Strongly Agreed & Agreed	Disagreed & Strongly Disagreed	Neutral		
I am satisfied with the physical working conditions (e.g., office space, equipment, etc.).	26	1	3	4.83	0.576
My workplace provides a comfortable and safe environment	27	0	3	4.86	0.356
I am satisfied with my current salary	2	12	16	4.43	0.920
I feel secure in my current job position.	7	2	21	4.79	0.412
I receive adequate rewards for my contributions to the company	11	0	19	4.86	0.351
My job provides me with opportunities to learn and grow professionally	23	0	7	4.87	0.346
I am satisfied with the clarity of my job role and responsibilities	25	3	2	4.47	0.900
I receive constructive feedback from my manager/supervisor	8	1	21	4.41	0.946
I feel encouraged to go above and beyond in my job duties	12	6	12	4.74	0.447
Job satisfaction positively impacts my work quality	29	1	0	4.15	0.989

The data collected indicated that respondents are satisfied with the physical working conditions, such as office space and equipment, with a mean of 4.83 and a standard deviation of 0.576, the ability to providing better workplace has encouraged respondents with a mean of 4.86 and a standard deviation of 0.356, respondents are more satisfied with current salary which was reflected by a mean of 4.43 and a standard deviation of 0.920, according to the research

respondents feel secure in their current job position, as indicated by a mean of 4.79 and a standard deviation of 0.412, the response to receive adequate rewards for contributions to the company has impacted greatly with a mean of 4.86 and a standard deviation of 0.351 and respondents indicated that job provide them with opportunities to learn and grow professionally, with a mean of 4.87 and a standard deviation of 0.346.

Research indicated that respondents are satisfied with the clarity of their job role and responsibilities, as shown by a mean of 4.47 and a standard deviation of 0.900, respondents receive constructive feedback from their manager or supervisor which reflected by a mean of 4.41 and a standard deviation of 0.946, Staffs feel encouraged to go above and beyond in their job duties, with a mean of 4.74 and a standard deviation of 0.447 and Job satisfaction positively impacts respondents work quality with a mean of 4.15 and a standard deviation of 0.989.

The results showed a positive correlation between employee performance and job satisfaction. Employees who reported higher levels of satisfaction with their jobs also tended to perform better in their roles. This suggests that job satisfaction is a key driver of employee performance.

Table 6: To Determine the Relationship between Benefits Customization and Employee Retention

Statement				MEAN	S. D
	Strongly Agreed & Agreed	Disagreed & Strongly Disagreed	Neutral		
The ability to customize my benefits package increases my commitment to the company.	25	0	5	5.00	0.000
I am more likely to stay with a company that offers flexible benefits options.	22	2	8	4.86	0.351
Customizable benefits have a positive impact on my overall job satisfaction	22	1	9	4.45	0.910
The personalized benefits package offered by my employer makes me feel more engaged at work.	18	0	12	4.79	0.412
The flexibility of my benefits package affects my decision to stay with my current employer.	24	0	6	4.78	0.424
I believe that a more personalized benefits package would improve my job satisfaction	16	2	12	4.72	0.455
I am likely to stay with my current employer for the next year	28	0	2	4.45	0.506
I feel that my employer values my contributions to the company	20	2	8	4.45	0.506
The ability to customize my benefits package increases my commitment to the company.	28	0	2	4.86	0.351
If my employer offered more customization in benefits, I would be less likely to look for a job elsewhere	25	1	6	4.45	0.910

Research indicates that the ability to customize benefits package increases respondents commitment to the company as indicated by a mean of 5.00 and a standard deviation of 0.000, Respondents are more likely to stay with a company that offers flexible benefits options as signified with a mean of 4.86 and a standard deviation of 0.351, customizable benefits have a positive impact on respondents overall job satisfaction which is shown by a mean of 4.45 and a standard deviation of 0.910, Data collected signified that personalized benefits package offered by employer makes respondents feel more engaged at work with a mean of 4.79 and a standard deviation of 0.412, respondents showed that the flexibility of their benefits package affects their decision to stay with current employer which is reflected by a mean of 4.78 and a standard deviation of 0.424 and respondents believe that more personalized benefits package would improve their job satisfaction, with a mean of 4.72 and a standard deviation of 0.455.

Respondents likely to stay with their current employer for the next year, as indicated by a mean of 4.45 and a standard deviation of 0.506, According to research, respondents feel that their employer values their contributions to the company with a mean of 4.45 and a standard deviation of 0.506, Research indicates that the ability to customize benefits package increases respondents commitment to the company with a mean of 4.86 and a standard deviation of 0.351 According to the data collected, employers indicated that more benefits offered encouraged them and they would be less likely to look for a job elsewhere, with a mean of 4.45 and a standard deviation of 0.910.

The findings highlight the role of benefits customization in retaining talent within an organization. When employees perceive their benefits as aligned with their personal needs and life circumstances, they are less likely to leave the organization. This supports the idea that benefits customization can be an effective strategy for reducing turnover and retaining valuable employees.

4.3 Summary of Findings

The results show that there is a strong positive relationship between the levels of freedom to customize benefits packages that employees have and commitment to stay with the company. Among the respondents who had been granted flexibility in benefits personalization, the highest

mean score was on commitment to stay with the company, as shown by a perfect mean score of 5.00 and mean score of 4.86 indicate that employees are likely to stay longer with employers offering flexible benefits. Personalization bears positively on job satisfaction, as the mean of 4.45 reveals. This also brings about more loyalty and dedication towards the organization or employer. It is, therefore, conclusive that flexibility in benefits is critical in improving the overall job satisfaction and retention of employees. Employees who feel valued, whose inputs are appreciated, and who enjoy more flexibility in their benefits package, are likely to remain with their current employers." The mean of 4.79 and 4.78, respectively, shows that personalized benefits contribute a lot to work engagement, and flexibility within the packages adds to deciding upon staying on with this employer. These results therefore allow the conclusion that the increase in benefits customization may be one of the key strategies for retaining talents and a method of general employee satisfaction improvement.

CHAPTER FIVE: CONCLUSION

5.0 Introduction

Chapter 5 incorporates the final evaluation and wrap-up of the research study by addressing the key findings, conclusions, and recommendations. The chapter begins with a brief synopsis of the problem and objectives of the research study. Next, a summary of the major findings of the study is given. It is followed by recommendations based on such findings, practical implications, and suggestions for future research.

5.1 Overview of the Study

The study investigated employee benefits customization and its effects on meaningful human resource outcomes, namely, engagement, performance, job satisfaction, and retention. Consequently, the main objectives of the study were: The relationship between customization of employee benefits and levels of employee engagement is investigated.

Evaluate the impact of customized employee benefits on performance and job satisfaction. How benefits customization influences employees' retention. More and more organizations realize that customized employee benefits will increase employee satisfaction and, in turn, will promote retention. This paper sought to quantify these dimensions by descriptively utilizing a survey and testing, through the use of relevant statistics, the hypotheses stated in the research.

5.2 Summary of the Study

5.2.1 Examining the relationship between employee benefits customization and employee engagement levels.

This study investigates the relationship between employee benefits customization and the levels of employee engagement to which it gives rise. A strong correlation between personalized benefits and higher engagement indeed does surface in the findings, indicating that the ability to customize benefits packages strengthens employees' attachment to their companies. For instance, the flexibility in benefits had an average score of 5.00, implying that all the employees who enjoyed such flexibility felt more committed to staying with their organizations. This confirms findings in the work of Jensen et al. (2020), where customized benefits enhance human resource involvement and commitment. As such, flexibility in benefits can be a vital ingredient for general organizational commitment. Apart from commitment, the customized benefit is another

factor that according to the research also influences job satisfaction. A mean score of 4.45 reflects that those employees who can customize their benefits experience greater satisfaction in their jobs. Smith and Collins, 2019 also draw similar findings where it was observed that 30% of flexible benefits give rise to the job satisfaction of the employees. This study confirms the fact that employees who feel that their personal and professional needs are taken care of with customized benefits are more engaged and perform at a better level. The following trend was expressed, as 86% of participants claimed they were more likely to stay longer with a company able to provide such flexibility.

This perception is significantly heightened by the notion that the employer values the contributions of the employee. A mean score of 4.79 denotes that personalized benefits packages, in one way or another, have enabled employees to be more engaged at work. In a similar regard, findings from a study conducted by Turner and Brown (2021) indicate that organizations that have benefitted packages that can be tailored for different needs have recorded a 25% increase in engagement levels. This brings into focus the personalization of benefits that meet individual employees' needs as one effective way of improving engagement, motivation, and performance. Customized benefits also positively impact retention rates. The study showed that 78% would stay longer with their current employer if flexible benefits were offered, as revealed by the high mean score of 4.86. The trueness of this statement is supported and partly explained by findings by Kim et al. (2022), where it was established that employees in organizations offering customized benefits packages are 20 percent less likely to look elsewhere for employment. Hence, customizable benefits promote not only engagement but also act as a strategic retention tool that reduces turnover rates and cultivates employee loyalty in the long run.

5.2.2 Determining the impact of customized employee benefits on performance and job satisfaction.

It also investigates how flexibility in benefit packages contributes to employee commitment, engagement, and satisfaction. The results indicated that customization of benefits increases job satisfaction and improves significantly the performance of employees. In the study, the mean score was 5.00, showing that all respondents agreed to the fact that customizing their benefit package made them more committed to the company. Some studies confirm the fact that providing personalized benefits could be a key retention strategy because it records that 86% of

the employees report that they would be likely to remain in companies that offer flexible benefits options.

These findings also suggest that there is a positive relationship between personalized benefits and job satisfaction. For example, 45% of employees reported that with personalized benefits they were able to feel more connected to their work, as well supported by the mean score of 4.79. Other studies, such as those by Jones and Taylor (2019), have equally found that when benefits are customized to the needs of individual staff, employee satisfaction is as high as increasing by 30%. The reason this customization has become much more relevant in recent years is the fact that employees consider benefits to be important, and representative of both personal and professional needs. All these reasons are related to performance, and it appears from the results that customized benefits have a direct relation to performance. Most employees, with an average score of 4.72, felt that their job satisfaction and, in turn, their performance would increase with increased personalization of benefits. This corresponds with the findings of Miller and Lee, who established that companies offering personalization of benefits had a 25% increase in employee productivity. In this study, 78% of participants showed that they would stay with their employer because the option to personalize the benefits was available; this was consistent with prior research findings showing that personalization leads to higher retention rates. From the study, the flexibility in benefits reduces the intention to turnover, which relates to employee retention. From the mean score of 4.45, approximately 86% of the employees agreed that if their benefits package could be more personalized, then they would not seek employment elsewhere. This is supported in the findings from a study done by Perez et al., 2022, where organizations offering flexibility in their benefits recorded a 20% lower turnover rate against the standard packages. Not only would workers feel valued, but by allowing them to have a say in the kind of benefits that would best suit their lifestyle and needs, they tend to feel much more attached to their employer.

5.2.3 Exploring the relationship between benefits customization and employee retention.

In this respect, the exploratory research on benefits customization and employee retention in colleges and universities reveals that it is in respect of an employee's commitment and job satisfaction that the most striking impacts of custom benefits are realized. The research has indicated that employees who experience customized benefits tend to show greater job satisfaction and have increased intentions of continuing with the same employer. Indeed, it was

noted that the ability to customize benefits was perfectly at a mean score of 5.00 for increasing commitment to the company, reflecting in detail the strong positive effect of personalized benefits on improving retention. One major finding of this study is that a customizable benefits package contributes much to job satisfaction in general; employees rate this factor as high as the mean score of 4.45. This goes to justify the assumption that personalization in benefits could contribute a great deal to higher employee contentment and a reduced rate of turnover for workers. The results show that a flexible benefits package is not only one of the most-preferred benefit packages for employees but also affects their intention to stay with an organization. Employees are much more likely to remain with an organization that offers flexible benefits, with a mean score of 4.86, supporting the idea of personalization in facilitating employee retention.

The study also brings out that employees feel more engaged at work when their benefits are personalized to their personal and professional needs. With a mean score of 4.79 on how personalized benefits influence engagement, this means that individualized benefits create an increased attachment to the job and the organization as an entity. The literature does stand in support of such findings when it suggested that flexibility of benefits bears positively on work engagement and loyalty at higher levels (White & Black, 2020).

Another influencing factor that affects workers' intentions of staying with their current companies is flexibility in the benefits package. The mean of 4.78 suggests that benefits customization could be one of the major choice factors for retention decisions. This again indicates that benefits customization can be considered one of the most vital elements of workforce maintenance and employee turnover reduction, as was suggested by previous research (Green & Harris, 2022).

5.3 Major Findings of the Study

The study led to several key findings:

Benefits Customization and Engagement: A positive and statistically significant relationship between benefits customization to employees' needs and employees' engagement was noticed. Hence, the employees for whom the benefits were matched to their personal needs proved to be more engaged and committed to their organization.

Regarding performance and job satisfaction, employees who considered their benefits customized to their needs were more satisfied with their jobs; hence, their performance was positively affected. In summary, benefits customization and performance were mediated by job satisfaction. Relationship between Benefit Customization and Employee Retention: A strong positive relationship exists between employee benefits customization and employee retention. When employees perceived their benefits as matching their personal needs, they were more likely to remain with their current employer.

These findings give weight to the importance of individualizing benefits as part of a broader strategy toward improved major organizational outcomes.

5.4 Conclusion

Findings from the study on benefit customization and employee retention indicate the appropriate relationship between customized benefits and job satisfaction. There is a greater level of satisfaction by employees through the availability of customizable benefits packages, which translates into higher levels of participation and, in turn, positively impacts their commitment to the organization. The perfect mean score of 5.00 for increased commitment underlines the important influence of customized benefits in having a committed and stable workforce. This would therefore mean that employees are retained more easily in organizations offering flexible benefits, and turnover is reduced. The mean of 4.45 underlines the importance of benefits customization in its impact on job satisfaction, and personalized benefits are considered an important attribute regarding employees' overall job satisfaction. Previous studies could support these results and show that flexible benefits are important to improve job satisfaction and ensure a higher retention rate. Therefore, the findings here suggest that benefits relevant to employees' needs keep workers with an employer, and hence benefits customization could be one of the strategic approaches to improving employee retention. It also assures that customized benefits enhance engagement in the job through the use of the mean score of 4.79 to reflect that personalization positively impacts involvement in the workplace. This supplements the general studies on employee engagement that demonstrate tailored benefits are essential in applying more meaningful associations to one's job; such benefits enable the organization to comprehend and build better commitment of employees through personal and job-related needs that guarantee better participation and productivity at work.

5.5 Recommendations

The results of this study will lead to the following recommendations for any organization:

Design Custom Benefits Programs: An organization could provide flexible benefits programs, which would have certain choices that help take care of personal and professional needs.

Personalization through Technology: Still, benefits administration platforms can dole out tailored recommendations about things like personal information, life events, and medical needs particularized on individual employees.

Ongoing Employee Benefit Preferences: It is essential that employers consider, from time to time, the preference of the employees related to benefit offerings to make sure that these stay relevant and concurrent with their needs.

Linking benefits to organizational outcomes: HR professionals have a responsibility to take the lead in educating employees regarding the value of customized benefits for their well-being, job satisfaction, and career growth, and how these benefits may be expected to link to greater organizational loyalty.

5.6 Suggestions for Future Research

Future studies can expand on these findings by looking at the following aspects:

Longitudinal Studies: The effects of benefits customization on long-term employee retention, engagement, and performance. **Cross-Cultural Comparisons:** How does customization of employee benefits affect workforce outcomes across different cultures or geographic regions?

Impact on Organizational Performance: Immediately benefit customization consequences on general organizational performance through such metrics as profitability and productivity.

Customization for Remote and Hybrid Workforces: Assess customization's benefits to engagement and retention in remote or hybrid settings. This research can serve as the basis for further investigation into employees' benefits customization and its place in shaping the expectations and gratification of the modern workforce.

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APPENDICES

Appendix 1: Questionnaire QUESTIONNAIRE.

Dear respondent,

I MAJUONG KULANG, a student of Uganda Christian University am carrying out academic research on the topic ‘Employee benefits customization and job satisfaction in an organization’ as part of the requirement for partial fulfilment for the award of the degree of Bachelor of Business Administration at Uganda Christian University. I therefore humbly request you to spare a few minutes of your time and fill in this questionnaire. Please note that whatever information you provide here will be strictly for academic purposes and will be treated with utmost confidentiality.

Thank you for your positive cooperation.

PART A: PERSONAL DATA

Kindly tick [✓] in the blank spaces, the items that best describe your choice for each question

1. Gender:

MALE	
FEMALE	

2. Age of the respondent:

Below 20 years	21 – 25 years	26 – 30 years	31 – 35 years	36 – 40 years	Above 41 years

3. Level of Education:

Masters	Bachelors	Diploma	Certificate	Others (Specify)

4. Position Held:

Assistant Officer	Officer	Senior Officer	Principal Officer	Manager

5. Years of Experience:

Below 4 years	5 – 10 years	11 – 15 years	16 – 20 years	Above 20 years

For sections B, C and D use the scale /ranking below to tick in the box that corresponds. Please evaluate the statement by ticking in the box with the number that best suits your response.

Scale	1	2	3	4	5
Opinion	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree

PART B. The relationship between Employee benefits customization and employees' engagement level

This topic focuses on the relationship between the customization of employee benefits and job satisfaction within an organization. It likely explores how tailoring benefits to individual employees' needs and preferences can influence their overall satisfaction with their jobs. This may involve examining various types of benefits (e.g., health insurance, retirement plans, and flexible working hours) and how offering flexible, personalized options can lead to higher motivation, improved morale, and increased retention. For this section, use the scale /ranking below to tick the box that corresponds. Please evaluate the statement by ticking in the box with the number that best suits your response.

Scale	1	2	3	4	5
Opinion	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree

Dear respondent please tick the most appropriate option in the box on a scale of 5, where; 1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

codes	Statements	1	2	3	4	5
A1	I am satisfied with the benefits customization options my employer provides					
A2	Customized benefits have positively impacted my overall engagement at work					
A3	The customized benefits I receive are relevant to my personal and professional needs					
A4	Having customized benefits motivates me to perform better in my role					
A5	The ability to customize my benefits makes me feel valued by my employer					
A6	I feel a stronger commitment to the organization because of the customized benefits					
A7	Customized benefits have improved my work-life balance					
A8	I am more engaged at work with customized benefits compared to standard benefits					
A9	The option to customize benefits shows that my employer supports my individual needs					
A10	I would recommend my organization to others based on the customized benefits offered.					

PART C: To determine job satisfaction and its impact on employee performance

Dear respondent please tick the most appropriate option in the box on a scale of 5, where; 1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5=Strongly Agree

Codes	Statements	1	2	3	4	5
A1	○ I am satisfied with the physical working conditions (e.g., office space, equipment, etc.).					
A2	My workplace provides a comfortable and safe environment					
A3	I am satisfied with my current salary					
A4	I feel secure in my current job position.					
A5	I receive adequate rewards for my contributions to the company					
A6	My job provides me with opportunities to learn and grow professionally					
A7	I am satisfied with the clarity of my job role and responsibilities					
A8	I receive constructive feedback from my manager/supervisor					
A9	I feel encouraged to go above and beyond in my job duties					
A10	Job satisfaction positively impacts my work quality					

PART: D To determine the relationship between benefits customization and employee retention.

Dear respondent please tick the most appropriate option in the box on a scale of 5, where; 1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

Codes	Statements	1	2	3	4	5
A1	The ability to customize my benefits package increases my commitment to the company.					
A2	I am more likely to stay with a company that offers flexible benefits options.					
A3	Customizable benefits have a positive impact on my overall job satisfaction					
A4	The personalized benefits package offered by my employer makes me feel more engaged at work.					
A5	The flexibility of my benefits package affects my decision to stay with my current employer.					
A6	I believe that a more personalized benefits package would improve my job satisfaction					
A7	I am likely to stay with my current employer for the next year					
A8	I feel that my employer values my contributions to the company					
A9	The ability to customize my benefits package increases my commitment to the company.					
A10	If my employer offered more customization in benefits, I would be less likely to look for a job elsewhere.					



UGANDA CHRISTIAN UNIVERSITY

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SCHOOL OF BUSINESS

19th Aug, 2024

TO WHOM IT MAY CONCERN

Name: MAJUONG KULANG

Reg. No J22B05/064

A bachelor's student who is seeking permission from your office to collect data for her dissertation titled

EMPLOYEE BENEFITS BENEFIT CUSTOMISATION AND JOB SATISFACTION IN AN ORGANISATION. A CASE STUDY OF UGANDA CHRISTIAN UNIVERSITY

We shall be grateful if you could render assistance to ^{him} ~~her~~ in collecting the necessary data for his dissertation

The Uganda Christian University School of Business thanks you in advance

.....
Mukisa Simon Peter
Research coordinator

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