

**THE IMPACT OF FRINGE BENEFITS ON EMPLOYEE PERFORMANCE: A
CASE STUDY OF UGANDA CHRISTIAN UNIVERSITY MUKONO DISTRICT**

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**UGANDA CHRISTIAN
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DECLARATION

I, Kugonzakwe Esther Temple, declare that this dissertation is entirely my original work and has not been presented for any academic recognition elsewhere.

Signature 

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Date: 17th OCTOBER 2024

APPROVAL

This study by Kugonzakwe Esther Temple has been prepared under my supervision and guidance and is hereby submitted with approval.

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DEDICATION

I offer this dissertation to my loved ones, particularly my parents, Mr. and Mrs. Mutwamu Paul, as a gesture of gratitude for their constant love, support, and guidance throughout my academic journey.

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ABSTRACT

The study aimed to investigate the impact of fringe benefits on employee performance. a case study of Uganda Christian university Mukono district. The study also had objectives such as to investigate whether employment security benefits influence employee performance in the study context, to analyse whether health protection benefits influence employee performance in the study context and to examine whether retirement benefits influence the performance of employees in the study context. The study were conducted over a period of one month, and it was limited to the university located at Plot 67-173, Bishop Tucker Road. The study's significance lies in its ability to offer valuable insights to the government in terms of formulating policies related to employee compensation packages. The study may also serve as a basis for recommending tax incentives or financial subsidies for organizations that provide more comprehensive and effective fringe benefits to employees. Additionally, the study's findings may assist organizations in designing and implementing effective compensation packages that lead to a more engaged and satisfied workforce. Furthermore, the study's results can be used as a reference point for further research on the topic.

The study used a descriptive research design, combining quantitative and qualitative methods. The sample size for this study is 36 respondents, both staff and non-staff of Uganda Christian University, determined using the Yamane's formula. Information to aid this study shall be obtained from both primary and secondary sources, while methods of data collection shall include self-administered questionnaires, personal interviews, and reviews of documents. The questions in the questionnaire shall be closed-ended. It was noted that data showed that employment security benefits, such as full training policy and good overtime planning, were crucial in terms of employee performance. Also, health protection benefits, such as Occupational Health and Safety and Medical Insurance benefits, contributed to productivity gains through reduced stress levels and job satisfaction. Retirement benefits, which include pensions and savings plans, contributed positively to the productivity of employees because these provide financial security and help maintain workforce stability. The monetary benefits, such as bonuses and discounts, were significant in raising morale and productivity. The survey results supported recent scholarly literature on stressing a customized benefit package as one of the contributing variables toward a productive workplace.

LIST OF ABBREVIATIONS

SMEs - Small and Medium Enterprises

UCU - Uganda Christian University

OHS - Occupational Health and Safety

CHAPTER ONE

1.0 Introduction

This chapter introduces the research topic, background, and problem statement. Additionally, it contains the main objective and specific objectives, research questions, scope, significance, justification, and the conceptual model.

1.1 Background

With today's workforce being competitive, employees are also looking into other aspects more than the salary they will receive. Fringe benefits, according to Benitez-Silva and Eren, 2019, is any compensation other than wages that is given to an employee as part of a usual compensation package. Examples of these benefits include medical insurance, paid leave, retirement plans, wellness programs, and childcare services amongst others. The fringe benefits have become important in the last couple of years, as they are seen to contribute a lot to enhancing employee satisfaction and productivity. Total compensation, which is the wages that the employee gets, plus the bonus and benefits, is competing to be the most important thing that an employee considers. Fringe benefits offered by employers depend on factors such as labor market structures, employer competition, and labor policy regulations. In relation to this, Baird & Garvin, 2019 held that "fringe benefits depend on the structure of labor markets, the competition among employers, and the regulation of labor policies".

White, 2021 reiterates that the most important factor affecting fringe benefits is corporate culture, cost, and popularity of the benefit. The author therefore stresses the implication of providing low-cost fringe benefits because of complementing corporate culture to ensure competitiveness in attracting qualified staff. The nature of competitiveness of the employers, on the other hand, plays a vital role in determining the nature of remunerations packages that the employers can provide to ensure competitiveness Baird & Garvin, 2019. Fringe benefits are a great tool to ensure employee satisfaction, as Kulkarni & Kadam, 2021, mention. They point out that the necessity of fringe benefits goes a long way toward motivating the employees, increasing productivity and enhancing performance along with profitability.

An example of fringe benefits is flexible working time that will make an employee suffer less burnout and ensure he or she enjoys better health and well-being, according to White (2021). This in turn leads to a more positive and engaged work environment. Research by Senderowicz (2021) indicates that offering quality fringe benefits gives organizations an advantage to leverage and attracts employees who are likely to reduce employee turnover ratios. Employees

do not easily leave organizations that show good cause in structuring their compensation, including fringe benefits. In the same vein, Leaver (2019) corroborates that high-quality fringe benefits ensure skilled employees remain with the organization for vital experiences and knowledge in the various areas of the entity. Indirectly, it is through such benefits that organizations position themselves as more favourable places to work, possibly for even the best talents available. Also, the employees who feel valued through fringe benefits can be more active in their job, which leads to higher productivity and better job performance. As Polato and Girdauskiene (2021) noted, good fringe benefits provided might contribute much to impacting employee performance and overall organizational outcomes. They further argue that individuals who receive good fringe benefits are more motivated, better at balancing work and life, and exhibit higher levels of job satisfaction.

Indeed, such facilities may improve employee retention rates and organizational commitment. Ultimately, better levels of performance signify better organizational outcomes that could be beneficial to employees and the entire organization. Even though some sectors provide limited packages that may not meet the needs of employees effectively, other sectors extend sufficient benefits to cover the needs of employees. A clear manifestation of this difference is reflected in fringe benefits, which denote that in the tech industry, the package is invariably higher than in the manufacturing sector.

These differences in benefits provision reinforce the belief that the scale and function of organizations are truly significant determinants of the level of benefits extended to their employees. However, some studies show that fringe benefits do not particularly improve employee performance because such benefits are perceived as due compensations by employees themselves. Some fringe benefits can be correctly assessed for their influence on employee performance only after a long period of time, once the employee has gotten into the groove of a certain job.

In as much as there has been a lot of controversy on the influence that studies on employee compensation have on employee performance, it is apparently factual that some of the fringe benefits, such as flexible work schedules, enhanced leave policies, and health insurance, are related to employee performance indeed. According to Benitez-Silva and Eren 2019 some fringe benefits are focused on boosting job morale and serve to act as positive motivators for the employees rather than directly impacting work productivity or absenteeism. In this category of fringe benefits, bonus, and incentives can be provided to the employees keeping in view their performance to give them a lift of spirits this category of incentives proves particularly helpful in motivating a positive attitude to work. Similarly, like the background information

above, Uganda Christian University has its ways of ensuring that the clientele in Uganda gets the best services. In addition to employment, they have gone further ahead to train the employees to add to them more knowledge, skill, experience, and talent.

Also, fringe benefits such as health benefits, retirement bonuses, flexible work environments amongst others.

This has then given rise to the study aimed at understanding the relevance of fringe benefits to the performance of Uganda Christian University.

1.2 Statement of the problem

Ordinarily in Uganda, it has been seen that companies usually compensate employees with only salary and maybe also through the use of small additions in the form of allowances when they feel like it. Smith (2017) says that fringe benefits are becoming more important in how companies pay their employees because they want to keep good workers. Human resource managers have a tough job making sure all employees are doing their part to help the organization succeed in a good and ethical way. Because the business world is always changing and competitive, organizations need to understand how valuable their employees are. Scholars such as Hickenbottom (2017), have discussed that It is essential to explore this relationship since fringe benefits are considered to be an essential component of employee compensation packages and can have a significant impact on employee outcomes. Previous studies that have examined the impact of fringe benefits on employee performance have not provided a comprehensive analysis of the different types of fringe benefits and their impact.

However, little has been studied on the topic of study with the use of the following variables including Security Benefits, health protection and retirement benefits. This has left an empirical research gap that needs to be addressed to ensure that companies understand the relevance of the fringe benefits discussed. Thus, there is a need for a detailed study to assess the impact of fringe benefits on employee performance of Uganda Christian University.

1.3 Main objective

The purpose of this study is to investigate the impact of fringe benefits on employee performance.

1.4 Specific Objective

1. To investigate whether employment security benefits influence employee performance in the study context.
2. To analyse whether health protection benefits influence employee performance in the study context.

3. To examine whether retirement benefits influence the performance of employees in the study context.

1.5 Research questions

1. Do employment security benefits influence employee performance in the study context?
2. To what extent do health protection benefits influence employee performance in the study context?
3. Do retirement benefits influence the performance of employees in the study context?

1.6 Scope of the Study

1.6.1 Content Scope

The study will focus on the impact of fringe benefits on the performance of Uganda Christian University in the Mukono district.

1.6.2 Time Scope

The study will assess the impact of fringe benefits on employee performance in Uganda Christian University in the Mukono district for a period of one month.

1.6.3 Geographical scope

This study will be conducted at Uganda Christian University located on Plot 67-173, Bishop Tucker Road in Mukono district.

1.7 Significance of the study

The study may be used by the government as it provides valuable insights to the government in terms of policy-making related to employee compensation packages. It would be more useful if, in turn, the results of the study could be used by the government to understand the needs and preferences of various employee groups across various industries, thereby allowing for the formulation of policies promoting different types of compensation packages that are encouraging in nature. Bonner et al., 2019, this study may further provide a basis upon which recommendations for tax incentives or financial subsidies are made to organizations that give more complete and effective fringe benefits to employees.

The study may also be beneficial to other companies since it provides significant benefits to the organization; results from the study can be used by companies to know the kind of fringe benefit types which assist in enhancing the performance, retention, and satisfaction of employees. The companies are also enlightened that based on the characteristics of workers,

like age, gender, job tenure, the effectiveness of some fringe benefits may differ. This might then, in turn, assist organizations in designing and implementing compensatory packages that help increase work engagement and satisfaction.

The study may also be useful to other researchers who can use it as an existing literature given its comprehensive analysis on the effect of various fringe benefits on employee performance. As such, this study can be used to create a foundation for further research on the topic. Other researchers can use the findings of the study in their empirical studies to either confirm or challenge the findings in this study. According to Green, 2019, based on this study being the foundation of other researchers, they could extend further contributions to the knowledge base on how fringe benefits effectively enhance employee performance.

1.8 Justification

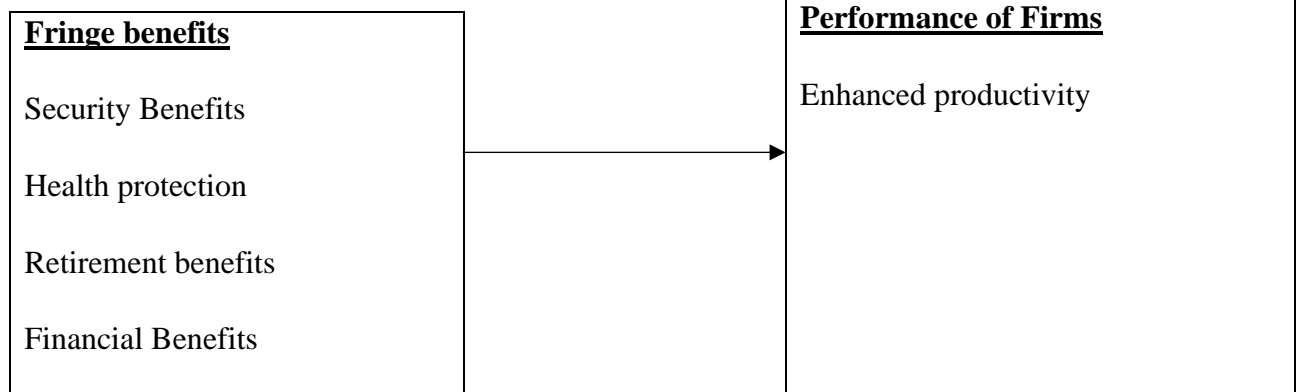
This research is supported by the increasingly unanimous consensus that fringe benefits are of critical importance, within which their adoption can serve as the decisive factor in improving employee performance, increasing retention rates, and enhancing satisfaction. Despite the apparent significance of fringe benefits, as had been supported by Ahmad et al. (2019), fringe benefits appear to have an influence on motivating employees and therefore on the level of job satisfaction. Which kind of fringe benefits gives better performance among employees remains a question. Added to this, Hornsby et al.'s study conducted in 2018 demonstrated that companies offering a diverse selection of fringe benefits tend to retain workers for a longer period of time. The present study tries to fill this lacuna in the existing literature by examining the effects of different types of fringe benefits on employee performance in organizations.

1.9 Conceptual framework

The conceptual framework below illustrates the independent and dependent variables that will be used to examine the impact of fringe benefits on the employee performance of Uganda Christian University.

INDEPENDENT VARIABLE

DEPENDENT VARIABLES



Source: Society for Human Resource Management (2020)

Figure 1: Conceptual Framework

From the conceptual framework above, the independent variables are security benefits, health protection, retirement benefits, and financial benefits. Fringe benefits refer to extra items that an employee gets on top of the normal pay, which may include health insurance, retirement savings, and security in the job. Such fringe benefits should lead to happier employees who are motivated toward performance on the core activities. Because this will make the dependent variables in the study: enhanced productivity, quality of output, and efficiency and effectiveness of work.

Quality of output, which means the actual quality of how well the employee actually does his or her work. To be sure that the job is done accurately and in a manner prescribed for its execution, including the quantum of work done. Efficiency and effectiveness relate to how well an employee deploys his or her skills and knowledge while doing his or her jobs and realizing the goals set by the project. Benefits can also influence an employee's job performance, which again comes in various forms, such as life insurance or retirement benefits. To illustrate, security benefits give employees financial security. Health protection consists of medical insurance and all others related to health protection, including paid sick leave; similarly, retirement benefits consist of pension plans designed to maintain the financial security of employees during their retired life. These benefits are considered to have an effect on employees' general job satisfaction and motivation, which could, in turn, again affect their performance.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the conceptual framework, theoretical framework, and review of related literature in line with the research objectives. It mainly identifies opinions and ideas of other scholars or individuals relevant to the topic that the researcher has identified. The literature helps the researcher to develop and discover new information.

2.1 Theoretical review

2.1.1 Expectation theory

This is where the Expectancy Theory of Motivation comes in, in which beliefs about outcomes are the motivators in behaving in a certain way. People, according to this theory, change behavior based on their forecasted estimation of possible outcomes, and work motivation primarily gets influenced by the perceived linkage between performance and outcome. (Latham & Pinder, 2005). It is a psychological theory stating that behaviors of individuals are molded based on their expectation towards any future outcome of a particular behavior. In relation to employee performance outcomes, Expectation Theory postulates that compensation packages comprised of fringe benefits would result in enhanced performance outcomes since these are extrinsic rewards which employees expect as returns for their efforts at work. Consequently, an employee is motivated to behave based on the level at which they expect their actions to lead to the desired outcome.

In practice, according to Caliendo and Hamman 2020, fringe benefits such as security benefits, health protection, and retirement benefits are compensation packages employers add to enhance performance outcomes of employees. Fringe benefits will show, when included as a variable in the study, how compensation packages with fringe benefits affect employee performance outcomes. According to Van den Broeck et al. (2019), workers who perceive their fringe benefits to be adequate or of value tend to perform well at work. According to Expectation Theory, employees can be well motivated when they consider that their efforts will yield a desired outcome or reward, as in their case fringe benefits. Therefore, through the provision of quality fringe benefits, organizations can ensure that the employees meet their needs toward influencing them to increase productivity since they are contented in the workplace. According to Tolentino and Garcia, fringe benefits likely to affect motivation to work and job satisfaction, and performance outcome include security benefits, health

protection, and retirement benefits. This is because employees expect excellent work performance to be rewarded with these kinds of benefits. The size and quality of the compensation package, therefore, offered by organizations are very vital in influencing employee motivation and performance. The expectation theory further back the view by its stated correlation between employees' rewards and the work efforts. According to Morawe & Kaiser 2019, the theory enables the organizations to assist employees in bringing into light perceptions about the extrinsic rewards about how such incentives relate to individual performances in workplace outcomes.

It improves employees' motivational level, job satisfaction, and commitment to work, hence improvements in productivity, through compensation packages involving such valuable benefits as security, health protection, and retirement plans. Fringe benefits have positive impacts on employee work performance by improving morale and motivation. The belief of employees concerning rewards as an outcome of work efforts propels a general behavior and a feeling of belonging to ensure they put maximum effort. The Expectation theory identifies fringe benefits, therefore, as the most crucial constituent of a remuneration package designed to motivate personnel toward better productivity results. In the light of Samonte's explanation, every organization should develop its compensation package to meet the employees' interests and perceptions of benefits, as the Expectation Theory suggests that the performance outcomes depend a great deal on these perceptions.

In balancing the intent to give fringe benefits and the organizational budget, employers need to consider the value of these benefits, as their motivation may be shaped by employees' expectations of the same, which then translates into work performance outcomes. Tariq et al. (2020) assert that the Expectation Theory explains why employers would offer fringe benefits- to enhance levels of motivation and thereby bring forth increased performance outcomes. Benefits accruing to fringe benefits within the domains of insurance, health protection, and retirement benefits will have a greater impact on motivational levels to bring performance improvements. The competitiveness of an organization in terms of the nature of the compensation package on the basis of fringe benefits determines the extent to which retention and attraction of high-performing staff can be achieved. A substantial investment in fringe benefits together with adding value to workers can boost employee motivation levels and hence drive improved performance outcomes.

Furthermore, compensation and benefits platforms aligned to the expectations of employees can lead to improved rates of retention, increasing productivity. According to Morawe & Kaiser, 2019, fringe benefits create expectations that motivate employees and consequently influence their behaviours for better performance outcomes. As most the fringe benefits directly impact the employees' standards of living, they are bound to pay back in the form of hard work and by increasing their effort levels, which, in turn, will culminate in raising productivity results too. Hence, fringe benefits are an essential part of the remuneration packages that organizations utilize in order to enhance their outcomes related to work performance.

2.1.2 Need Theory

The Need Theory by Maslow postulates that human needs are the meaningful driving forces behind motivation, behavior, and performance in the workplace. This theory states that employees' diversified needs must be satisfied in a sequential manner, ranging from their physiological needs up to self-actualization needs, if their motivation and satisfaction are to be highly improved. One such study by Lawler et al (2018) postulates that the inclusion of fringe benefits in the remuneration package can help to satisfy employees' physiological and safety needs as postulated by the need theory thus leading to better performance.

Equity Theory is another motivational concept that can be used within an organisation to further boost employee motivation and job satisfaction. This means that workers compare their compensations and inputs into work and those of colleagues. Any deviation from this balance leads to demotivation and dissatisfaction with one's work. Simply, what one expects is being treated equitably as colleagues. As such, managers must establish a Distribution of rewards and recognition that are fairly apportioned to the employees in regards to their contribution to work. This would reduce any negative effects of perceived inequity on motivation and job satisfaction.

Secondly, among the most researched and implemented theories of motivation in various contexts of organizations is the Goal-Setting Theory. It argues that setting specific, challenging, and attainable goals would motivate employees to achieve these set goals. Some goals give direction and focus to employees, and if well implemented, lead to better job performance outcomes. But managers also need to provide support and resources so that the employees can execute their goals in effective and motivating ways which will in turn help in the job satisfaction.

Motivational theories could be used to enhance motivation among employees and job satisfaction, which eventually enhance work performance outcomes. Some motivational theories used by managers in bringing an appropriate working environment include the Need Theory, Equity Theory, and Goal-Setting Theory. There is a need for managers to understand these motivational theories with their applications in enhancing employee motivation and satisfaction for the success of an organization.

As a solution to the problem of keeping the workforce motivated, compensation packages with fringe benefits can help address the needs of the employees, and once the basic physiological and safety needs are met, they tend to get motivated to work harder and create positive outcomes in the job by Kanfer & Chen, 2019. In addition, the need theory implies that employees will have better work outcomes with the addition of valuable fringe benefits as their needs are satisfied.

The need theory posited by Kanfer and Chen, 2019 explains that meeting the social needs, esteem, and self-actualization needs of workers are important in relation to their work performance and giving more efforts, hence fringe benefits such as health protection, security benefits and retirement benefits are able to be used in such ways to meet such needs and eventually lead to motivation and job satisfaction. A good investment in fringe benefits leads to good results on job performance. Sharif et al., 2021.

This need theory clarifies that the understanding and satisfaction of the employees' needs can increase motivation and deliver improved results in terms of performance. According to Miceli and Lane (2018), if an organization can effectively invest in fringe benefits, then the retention rate as well as the motivational level of the employees can be enhanced. Need theory identifies the hierarchy of needs, which shows that the physiological needs have to be satisfied; hence, the employers should provide the employees with as many fringe benefits as possible this will lead to the job satisfaction which in turn will result in positive performance outcomes claims Lawler et al (2018).

Based on the results, Lawler et al, (2018) states that fringe benefits can be utilized by the employer as retention mechanism. Other fringe benefits include paid time off, health insurance, and retirement plans. These are such benefits which employees really value a great deal, and employees that receive them are less likely to leave their companies in pursuit of better opportunities. Benefits offer job security and increased motivation leading to increased productivity and better employee performance. If fringe benefits help an organization to create

a suitable work environment, the advantages of this are likely to be seen through a very motivated and dedicated work force. Another way in which fringe benefits impact on performance is through reduction of stress. As the level of workers' stress increases their performance and productivity goes down. Therefore, employers who invest in fringe benefits to reduce the levels of stress their workforce is experiencing, such as mental health services, wellness programs, and flexible work arrangements, may be creating a more productive and satisfied workforce. Workplace wellness programs have been associated with reduced worker absences, lower health care costs, higher job satisfaction, and improved job performance. It is, therefore, expected that investment in mental health and wellness programs at the workplace would translate to results through improved employee performance and a more effective workforce. Apart from monetary compensation, which is paramount to an employee, workers appreciate fringe benefits. Studies indicate that investing in fringe benefits can have very positive effects on employee motivation and job satisfaction, coupled with better job performance. Employers who appreciate such benefits and take advantage of them to develop a friendly work environment will get the results in the form of better retention rates of their employees, reduced levels of employee stress, and a workforce that is better motivated, healthier, and more productive. Positive effects eventually will be left on both the organization and its employees.

Fringe benefits, thus, are important in the need theory of motivation for their contribution to better employee motivation and job satisfaction that may be translated into work performance outcomes. According to this theory, by addressing the different needs of employees through well-defined compensation packages highly competitively framed, the motivation among employees is heightened to make sure productive outcomes are achieved.

2.1.3 The total reward model

Lawler and Boudreau (2018) present an overview whereby the Total Reward Model of employee compensation surpasses financial but recognizes employee contributions through a combination of different compensation elements: benefits, job security, career development, and work-life balance. This improves employee motivation, retention, and work performance results. Cascio (2018) reiterates that the total reward model is an important contributory component of employees' remunerations from employers, except for a traditional salary. This way of motivating individuals allows the organizations to satisfy the varied forms of needs amongst employees and hence can result in job satisfaction and overall motivation. Hence, the

incorporation of fringe benefits in a remuneration bundle aligns with the direction the Total Reward Model takes in the course of addressing the various needs of employees.

Further, Lawler and Boudreau (2018) go ahead to reiterate that the adoption of the Total Reward Model is essential in employee retention as the model is driven inclusively by varied motivators. Other possible benefits under this model include health care, security, and retirement. Through this model, the firm will be in a position to design compensation plans that would meet the preferences of the employees and hence allow them to achieve a high level of job satisfaction, motivation, and work performance. The Total Reward Model is an extended form of compensation for employees beyond salary, ensuring their basic and higher-order needs are met. The model emphasizes that the compensation package, fringe benefits included, should be directed towards the meeting of these needs, which motivate the employee or derelicts them to very low levels of work performances.

Career development opportunity is another critical determinant of employee retention. Employees will show greater job satisfaction and motivation if they see growth and development opportunities in the organization. It also decreases the feeling of stagnation among employees in their present positions, which leads to higher turnover. Companies can impart training programs, mentorship opportunities, and avenues for career advancement to instil a culture of continuous learning and development. This helps develop a sense of direction and job security in the minds of the employees, which in turn translates into higher levels of productivity and job satisfaction.

In addition, the company should try to ensure good and healthy relations among the employees and between employees and management. A functioning team with good communication and cooperation within its members is easily capable of producing the highest output or productivity. Building a good working relationship with the employees should be done by making sure that employee grievances are listened to and treated appropriately. The improvement in the general atmosphere of work and the availability of open channels of communication and approachable management contribute a great deal to raising morale and increasing the level of job satisfaction.

In this regard, it is essential for organizations to highlight work-life balance to minimize employee turnover. If an organization provides a flexible work environment, then the employees can tackle workload pressures in a positive way while managing a proper work-life balance. The employers can offer various options such as telecommuting, flexible scheduling,

and paid time off policies. If the employers pay attention to employees' mental and physical well-being, then it would create a work culture where employees' personal life away from work is valued and further motivates employees to be loyal to the organization.

As stated by Lawler and Boudreau (2018), the Total Reward Model goes beyond mere salary or wages, comprising other leading elements of training and development, job security, fringe benefits entailing health protection, retirement benefits, and security benefits. This model recognizes that all such benefits invested in an organization have a direct effect on employee motivation and job satisfaction with regard to overall performance results. In this line, fringe benefits incorporating comprehensive health protection form part of the compensation package. This strategy is, therefore, by the Total Reward Model of managing workers' salaries, where there is satisfaction of workers' needs that are varied beyond traditional salaries. Motivation aspects like such would culminate in enormous impacts on overall work performance outcomes; hence, they have to be included in a compensation package.

Also, Cascio (2018) mentions that the Total Reward Model explains that retention depends on the state of motivation, which may be influenced by the various elements of the reward system and includes fringe benefits. Providing attractive benefits like health insurance and retirement plans motivates employees, which, in turn, leads to higher work performances. Work-place benefits an employer could provide for their workers are a significant component of the total employee's reward package. Delgado et al., 2018, expound that the Total Reward Model accentuates fringe benefits in the satisfaction of the needs to have compensation packages. The fringe benefits boost engagement among employees and guarantee motivation at work, hence increased work performance. Thus, the model maintains that an organization that adopts a complete compensation package with fringe benefits has greater potential to optimize work performance results.

The Total Reward Model provides a useful framework through which organizations can create compensation packages to meet the different needs of their workforce. According to this model, fringe benefits, such as insurance, health protection, and retirement benefits, are important in meeting the diverse needs of the workforce and eventually increasing motivation among employees. In general, it is said that the total reward model entails all these components of employee compensation, such as salaries, shares, and bonuses, in addition to fringe benefits. As such, organizations that incorporate fringe benefits into their compensation package are

more likely to be in alignment with the total reward model in ways that reflect better employee satisfaction, improvement in work performance outcomes, and eventually better retention rates.

Therefore, through the Total Reward Model, organizations can contextualize their compensation packages and fringe benefits according to the needs of employees to reinforce commitment and enhance work performance outcomes. Such fringe benefits play a critical role in ensuring that the basic and higher-level needs of employees are satisfied and, thus have a positive influence on their productivity, providing the researcher with the cause to carry out the study on the influence of fringe benefits on the performance of firms.

2.2 Empirical review

2.2.1 Employee performance

According to Sharif et al. (2021), the contribution of employee performance to productivity and growth within an organization is very huge because it concerns the degree to which employees meet or exceed expectations of their job role. The study lays emphasis on the fact that the basis of measuring and enhancing employee performance is imperative in attaining organizational objectives and goes ahead to say that the effect fringe benefits have on employee performance underlines a great relationship between the two. Mello, 2019, however articulates that performance results obtained show the quality, quantity, and effectiveness of performance by employees in achieving their set standard's performance expectation. Organisations must accordingly invest adequately in employee development, motivation, and training programs to obtain better performance from the employees. The study thus highlights the implementation of compensation and benefits strategies necessary to ensure employee performance outcomes.

Martin and Downing (2018) identify a range of ways in which employee performance outcomes may be measured. These include: job satisfaction, absenteeism rates, error rates, and levels of productivity. The literature thus emphasizes the need to find those packages that could actually facilitate motivating employees and satisfying their jobs for better performance outcomes. Mello, 2019 supports Martin by arguing that successful employee performance results are the ones that allow organizations to achieve their overall objectives. Trained, developed and rewarded employees are those ingredients or elements that ensure employee performance becomes better, resulting in achieving organizational goals and objectives.

The Fringe benefits, on the other hand, play a very important role in motivating workers and their engagement in work to, therefore, influence the outcome of job satisfaction. The research study has focused on fringe benefits in determining the outcome of employee performance.

This paper has included fringe benefits regarding health protection, security benefits, and retirement benefits to enhance the motivational level of the employees for subsequent translators of work performance outcomes.

Martin and Downing's work brings into view that employee performance outcome must be linked to organizational goals and objectives. In relation to such, a compensation package can thus be tailored to reward desired employee outcomes, which in return further offer the realization of organizational objectives. In any organization, employee performance outcome significantly influences impacts on organizational productivity, reputation, and profitability. - Mello, 2019. To achieve proper performance results, an organization can entail practices such as structuring compensation to meet the needs of the employees and providing fringe benefits to suit the needs of each individual.

Modern organizations also consider encouraging employee wellbeing and balancing work and life. To that effect, enabling employee growth and potential that entails training and development process can complement levels of productivity at an organization. In this respect, Khosrojerdi et al. (2021) note that training programs give employees the opportunity to develop skills and knowledge, thus better equipping them to perform well in their job performance; hence, it is a necessary strategy that may enable improvements in organizational levels of productivity. Policies supporting working hours flexibility and working from home will also play an important role in enabling organizations to recruit and retain the best people, enabling work-life balance among the workforce.

Advanced technologies include AI and automation that have been embraced in the last decade or so as one of the key strategies to enhance organizational productivity levels. These carry out the mundane, repetitive tasks that a human worker also does, freeing them to attend to more critical activities requiring human attention. According to Kundu et al. (2021), automation of organizational processes can provide cost-cutting, efficiency, and quality control that could raise productivity levels. Digital communication tools can also foster collaboration among the workers for leading towards better teamwork and problem-solving outcomes.

Organizational culture will play an important role in fostering the level of productivity of the employees. It is a culture that focuses on openness in communication, transparency, and respect. These attributes ensure an improvement in morale and satisfaction levels of the workforce, translating to improved productivity levels. It will allow employees to feel like part of the entity and not an outsider; it installs a sense of belonging. This attributes to a positive

work environment. Further, it is reiterated that diverse and inclusive organizations have higher workplace performance outcomes. Therefore, considering organizational strategy in terms of diversity and inclusion policies is an important promoting factor in improving productivity levels.

Martin and Downing, 2018, depict that motivating the workforce towards attaining improved outcomes develops the importance of improving the level of organizational productivity. Considering Sharif et al. (2021), a compensation package that meets the needs of the employees improves the performance outcome of the employees. This includes fringe benefits such as health protection, security benefits, and retirement benefits, which can be tapped into to strengthen motivational levels toward improved job performance. Good employee performance outcomes have positive impacts on the level of satisfaction that an individual derives from a job, motivations levels, and overall organizational productivity levels accordingly. Mello, 2019 Based on the findings of the study, there is a dire need to understand the functionality that exists between the employee compensation packages, inclusive of fringe benefits, and the resultant work performance outcomes.

2.2.2 Security Benefits

Sharif et al. (2021) note that security benefits motivate employees as it makes them more engaged, satisfied, and committed because they are part of the employees' employment rewards package. Overall, security benefits enable employees to be insulated from work accidents and emergencies to reduce monetary losses or destructions. Security benefits play a vital role in enhancing general outcomes on employee welfare and performance.

The second influential factor on employee well-being and employee engagement is managerial support that employees get from managers and supervisors. Leadership providing guidelines, feedback, and praise or recognition; an enabling work environment promoting employee growth and development is a critically important area of company operations. Accordingly, when employees are properly communicated by their managers and given effective feedback, they may be better placed to achieve their goals, which may be associated with job satisfaction, engagement, and a rise in general productivity.

For instance, in 2020, the International Journal of Human Resource Management reported job autonomy was positively related to job satisfaction and employee engagement. Autonomy at work provides staff with a greater scope for exercising control over work, thereby influencing perceived work ownership and accountability. The more autonomy workers enjoy, the better

equipped they become in terms of decision-making, prioritization, and mobilization of their skills and competencies. In addition, autonomy creates a trusting and respectful atmosphere between employees and management that eventually grows their job satisfaction, motivation, and engagement. Besides social and emotional well-being, physical well-being has also become one of the major reasons for employee engagement.

The organizations that look after the wellness programs of their staff, such as on-site gym facilities, wellness coaching, and healthy food options, ultimately register high levels of engagement amongst their employees. Physical activity during working hours helps employees decrease their stress level and enables them to have a proper work-life balance. The various physical wellness initiatives have also led to changes in attitude with respect to work. This, in turn, has had an enhancing impact on the levels of job satisfaction and overall levels of productivity. It is very vital that professional development opportunities are extended in order to promote employee satisfaction and job satisfaction. The employees want an opportunity to grow and develop, and companies that invest in employee training and development programs can often see reduced turnover and higher levels of engagement.

Companies support employee growth through professional development and thereby show a desire to invest in them. This gives the employees opportunities to enhance their self-worth and build overall job satisfaction. In addition, with the developing skills and knowledge, they are capable of taking up more important job responsibilities, thus increased motivation and involvement. Security benefits are those meant to protect, through insurance and assurance, the employees from possible accidents and emergencies for their welfare and to cushion them from negative consequences on motivation and job satisfaction. According to Cascio (2018), this is important. In addition, particular benefits may be viewed differently by different employees, and compensation packages should, therefore, be customized to suit individual tastes of the employees as noted by Grawitch, Barber, & Lawler (2018).

The benefits of a specialist nature, such as chronic illness and disability insurance, can also give peace of mind to employees and reassurance that the company is concerned for their welfare. Security benefits are very important in this regard to protect employee welfare and to avoid any adverse effect on motivation and job satisfaction. This would also entail the fact that every organization design a tailor-made compensation package to suit individual preference in order to ultimately make the employees feel valued and looked after, while elaborating on how specialist benefits for chronic illness and disability could create unique support and evidence

of corporate care. Grawitch, Barber, & Lawler (2018) make an argument for customization; compensation packages need to be tailored to suit the needs and preferences of each employee. Fried and Tiegls argue that security benefits, entailing insurance and financial compensation in case of any accidents, would enhance employee job security, hence leading to better work performances. In addition, job security builds motivation and a sort of loyalty for working harder, hence increasing the bar of productivity. Generally, individuals are much more likely to be satisfied and committed once there is something safeguarding them. Further, mental health may be influenced by job security. Scientists report that job insecurity is associated with poor well-being and mental health consequences. A threat of job loss provokes serious stress and anxiety that substantially lower the ability of a worker to focus and be motivated. On the contrary, job security might bring positive results in mental health, allowing employees not to think about problems in this sphere and therefore raise their self-esteem and morale.

Another perspective on job security is related to the labor market.

When employees experience job insecurity, there may be a decrease in risk-averse behavior such as job switching or opportunity seeking and learning new skills.

This would limit the mobility of labor and create stagnation, thereby hampering organizational growth. On the contrary, job security could offer a prosperous labor market, because it allows one scope to confidently explore new career paths and contribute towards the labor market. Job security can also play an important role in fostering innovation and creativity. As claimed by researchers, employees who are very secured in their jobs have the confidence to explore new ideas and ways of doing work.

This is because they feel a sense of stability, which enables them to take risks in their work and be willing to share ideas with others. The advantages of job security do not stop at the individual employee; it has a very positive impact on the culture of the organization and, eventually, the company's performance. The job security of an employee is considered one of the major components of an employee's overall well-being and job satisfaction. Therefore, it would enable the employees to offer their respective contributions toward the growth and success of the organization due to stability and a sense of security provided to them in employment. Security benefits, career growth opportunities, and workplace harmony may contribute toward improving mental health for better performance at work, which ultimately would support the growth and success of the company. As such, Sharif et al. did discover in their study that employers whose concerns for the employees' wellbeing by prioritizing their security benefits

tended to record heightened levels of motivation among the employees that resulted in better work performance outcomes and retention.

This therefore infers that security benefits do have a profound effect on how employees perceive their employer and job role.

The authors, Fried & Tiegs (2019), expounded on the relevance of security benefits to employee satisfaction with one's job. They cited that providing this kind of benefit leads to reduced absenteeism and enhances the commitment of employees at work. Security benefits are motivating factors whereby workers become more engaged with a low level of stress, which later leads to increased performance outcomes. The study acknowledges that designing the security benefits to meet the particular employee needs leads to increased motivational levels and job satisfaction as expressed by Grawitch, Barber, & Lawler, 2018. Investment in such benefits generates workers' loyalty and therefore increased levels of productivity due to minimized turnover of workers.

Security benefits also include insurance and financial remuneration in case of workplace injuries. Each of these factors solidifies employee welfare and, therefore, can inspire employees to work harder, leading to better performance outcomes. Benefits such as security can thus form an important part of an employee's remuneration package, which can be very useful in boosting employee work performance results. Grawitch et al. argue that security benefits provide a buffer for employees against unforeseen work-related problems, such as accidents or loss of property. Organizations that invest in such benefits demonstrate their concern for their workers; this factor motivates the employees to be able to perform better.

Fried and Tiegs add that other benefits, such as health insurance, disability coverage, and work accident compensations, improve the wellbeing of an employee and, thus, make them satisfied and motivated. In this regard, it is more probable to achieve motivation and good performance among the workforce once they feel that their organization values their contributions. Just like the study by Lawler et al. 2018, offering security-related benefits, such as insurance and financial compensation packages, can affect employees' satisfaction level at work or improve their motivation, thus enhancing performance. As a result, employers reduce absenteeism levels stemming from reduced stress and uncertainty brought about by certain problems, hence increasing productivity levels.

2.2.3 Health protection

Sharif et al. (2021) establish that, similar to security benefits, health protection benefits are very important for inclusion in the employee's compensation package as a means of ensuring employee well-being and offering them better access to healthcare services. These benefits can reduce levels of stress, improve motivation, and increase job satisfaction. The study also recognizes that health protection benefits are highly significant in improving employee work performance outcomes by enhancing engagement and motivation. Health protection benefits in an organization's compensation package are thus important, as this may add value and quality to the staff. Health protection benefits extended to employees give them access to medical covers that cover preventive, diagnostic, and curative services. According to Cascio, investing in health protection benefits strengthens employee welfare and enhances their engagement, hence improving work performance results.

Grawitch, Barber, and Lawler (2018) reiterate that the present study puts great importance on the delivery of health protection benefits that are linked to the individual needs of the employees. Holistic investment in health protection benefits can therefore help show employees that the good health of employees is appreciated by their organization. This will be a reason leading to increased job satisfaction and/or better work performance outcomes. In fact, medical insurance and other health protection benefits may enhance the level of employees' involvement and motivation, therefore granting better work performance results. Indeed, an ability to receive medical care will detach one from thoughts of budgeting money for this and enable him or her to perform job duties more efficiently. Overall, this study gave insight into how an investment in health protection benefits positively influenced the employees and then led to a positive impact on the level of organizational performance.

It is from that perspective that quality and accessibility are very important in as far as health protection benefits are concerned. Research evidence has shown that quality healthcare services make employees satisfied with the health care benefits package derived from employers, hence their increased levels of employee retention. Above all, easy accessibility to healthcare services for employees will contribute to minimizing absenteeism caused by health problems and will lead to a healthier and fitter workforce. Eventually, this will lead to better organizational performance and increased profitability in the long term. In relation to health protection benefits, employee wellness programs are a significant aspect of health care at work.

The programs can include fitness classes, nutrition counseling, mental health benefits, and such related health and wellness services. This will uplift the engagement of employees through social interaction and team building outside of work hours. Wellness programs have also been shown to decrease health care costs by encouraging people to undertake preventive care or live healthier lifestyles. There's a clear business case, too: researchers have established that effective wellness programs at organizations improve employee health, reduce absenteeism, and improve productivity. It also sees that these policies do not necessarily overlook the fact that possibly even external factors may strongly impinge upon access to health care and the general health status of employees. For instance, the complete or partial lack of health care infrastructure in large areas or even high levels of environmental pollution affect health and well-being.

This would include offering support and resources for employees to tackle such external factors-for example, providing information about local clinics, putting in place green initiatives. This can be one way an organization can demonstrate a concern for the overall health and wellbeing of its employees. Finally, the COVID-19 pandemic has brought health protection benefits into sharper focus, with organizations needing to have proper response plans in place. This pandemic has put extraordinary pressure on healthcare systems and has made it difficult-or at times impossible-for employees to get timely and effective care. Those organizations that have been in a position to offer flexible work arrangements, paid leave for those displaying COVID-19 symptoms, and support related to health care have enabled the continued health and well-being of employees and contributed to the general resilience of the business during this period of pandemic.

In return, comprehensive and flexible health protection benefits may be good ways to ensure a healthy workforce and minimize disruption to business in the event of future crises. Health protection benefits can contribute to a healthy and engaged workforce by improving job satisfaction and performance outcomes, while reducing healthcare costs. This is not to say that the provision of traditional medical insurance is unimportant; rather, the providing of access to quality healthcare services, offering wellness programs, addressing the external factors of health, and response plans in time of crisis are all important. By taking the business lead in employee health and wellbeing, an organization can drive a complete set of benefits regarding better health, engagement, and productivity. Following the views of Lawler et al. (2018), the provision of health protection benefits to employees might ensure an organizational culture of wellness which could reduce absenteeism and make employees demonstrate more commitment

towards work performance. This can be suggestive that there will be increased outputs in terms of productivity and good work performance results for the organization as a whole. Fried and Tiegs further add that investment in the protection of health for employees adds to their well-being and evidences the commitment by the employer towards the welfare of employees, which leads to loyalty among employees and, therefore, successful organizations. The comprehensive health protection benefits have the potential to catalyze the engagement of employees, probably leading to increased motivation and good morale and, subsequently, to better levels of productivity levels within an organization. With regards to the assertion above, Lawler et al (2018) elucidated that investment in health protection benefits could significantly reduce frequent employee absenteeism, workplace stress, and overall reduced productivity levels. Fried and Tiegs (2019) report that investment in health protection benefits may yield positive returns within the workforce due to a reduction of healthcare strain and, consequently, economize costs for the employer. Apart from the strictly financial reasons, health protection benefits can bring in improved job satisfaction levels and work performance outcomes, as discussed by Lawler (2018). This is because employees are likelier to feel that their employer is invested in their overall well-being, which may lead to high motivation and commitment to work. Overall, investing in health protection benefits may bear positive consequences both for employees and employers.

Health protection benefits go a long way in boosting the welfare of employees. Employers that invest in health protection benefits have a likelihood of retaining their workforce for a more extended period than those that do not do so. According to Fried & Tiegs 2019, an employee would be motivated to work better if they feel their employer values their welfare by investing in their general well-being. There is thus a need for undertaking this study to appreciate healthcare protection and how it shapes the performance of firms.

2.2.4 Retirement Benefits

Sharif et al. (2021) in their study discussed that retirement benefits may include pension plans and retirement savings plans among other programs, which are an important part of the remuneration package of any employee, serving as a means to attain financial security or stability in retired life. It has been noted that such benefits would necessarily have a great influence on the welfare, motivation, and level of engagement of a working individual who gives much priority to retirement benefits within any company's remuneration packages. Thus, the retirement benefits may motivate the employees to work more productively for them and continue their services for more years.

According to Cascio (2018), if an organization provides retirement benefits, then it will indicate the commitment of the organization towards its employees' welfare, which may provoke employee loyalty, job satisfaction, and motivation. An organization may raise the morale of the working employee and thus improve their work performance by including such benefits in the total compensation package. It is important to note that this investment in retirement benefits may work to raise the satisfaction level of employees with the job and make them feel more financially secure about their future and, accordingly, enhance their productivity. This feeling of financial security plays an important role in reducing uncertainty that may cause dissatisfaction with a job and poor work performance. In this regard, an organization operating under such conditions of retirement benefits can realize a number of other benefits associated with having a satisfied and productive workforce.

Offering retirement benefits can help attract and retain top talent, improve employee morale, and overall work performance. In a job market that has become increasingly competitive and allows employees to have more choices than ever before, organizations offering a comprehensive benefits package including retirement benefits stand out as desirable employers. Many employees take this benefit into consideration when making their job decisions. A recent study from the Employee Benefit Research Institute shows that 80 percent of workers claimed that retirement benefits are an influential factor in accepting a particular job. Thus, offering retirement benefits may help an organization to differentiate its employment offer to attract or retain a talented employee. Furthermore, retirement benefits enable organizations to comply with legal and regulatory requirements. Most retirement benefits, like 401(k) plans, are under government regulations that require certain standards and rules which organizations must adhere to. Such rules have been laid down to serve the employees' interest through protection and ensuring that organizations act responsibly with regard to employee retirement savings. Through the provision of retirement benefits, organizations show their concern for and compliance with such legal and regulatory demands, thereby evading costly fines and lawsuits.

Moreover, retirement benefits can influence even the core aspects of organizational culture.

If there is retirement benefit waiting for them, employees are most likely to treat their job as their career. That psychological effect can trickle down into the culture of the organization and lead to a more enthusiastic workforce that is more committed. Furthermore, the retirement benefits might establish a sort of bonding among employees by showing that all of them have

a common goal of working for financial security in their retirement years. Overall, a list of the benefits retirement benefits can offer an organization is extensive. From boosting morale and productivity in employees to attracting quality employees and maintaining legality and regulations, it is crystal clear that retirement benefits hold a vital key position within any set of benefits an organization may have. Since workers are valuing the issue of retirement benefits with every passing day, organizations aiming to compete in the labor market will have no option other than engaging in the art of retirement benefits provision to their employees. Lawler et al. (2018) even highlight that elaboration of retirement benefits plans in a way that the latter fully meet the needs and preferences of employees will contribute to the increase in the level of motivation and engagement of the latter ones.

By allowing employees to manage their own retirement benefits packages, a feeling of ownership and personal involvement in one's future will be developed within them, leading to the increased commitment to an organization.

According to Cascio, 2018, the investment in retirement benefits portrays the commitment of the employer to the financial security of their employees. This strengthens job commitment and satisfaction and loyalty and could eventually increase job performance. In general, offering specific retirement benefit packages is an important part in maintaining effective and committed individuals within an organization. Retirement benefits, according to Fried & Tiegs, 2019, encourage employees to stay longer with the firm because they feel that they would be leaving an organization to look elsewhere for better opportunities. Organizations that invest in retirement benefits are likely to retain their employees for an extended period of time, which leads to stability and engagement in work and better work performance outcomes.

By improving the general financial well-being of employees, investment in retirement benefits reduces their levels of stress and hence motivates them to work harder and achieve better performance outcomes accordingly. Retirement benefits provide that sense of financial peace of mind that enables these workers to focus on their work and become more productive. Cascio added that retirement benefits provided within an employee's remuneration could also mean that this is an employer who cares for the welfare of the employees. Because of this, the employee can have higher levels of satisfaction and at the same time be motivated to create more productive outputs.

On the other hand, such benefits can motivate the employees to strive more and help the organization become successful. Employers who invest in retirement benefits further foster a

corporate culture where the employees are made to feel very important to them, thus leading to higher levels of job satisfaction and workplace engagement. This can play out in the form of higher retention rates, higher productivity levels, and a more involved and motivated workforce. In addition, personalized retirement benefit packages may grant employees greater control over their future financial security, hence assuring better outcomes in work performances. An employee who is in control over his future is most likely to contribute positively towards the organization, hence bringing productivity and success in the work environment.

2.2.5 Financial Benefits

Financial benefits can be a good motivator to increase productivity in the workplace. Various studies have been conducted that show financial benefits increase morale, job satisfaction, and motivation of employees, thereby increasing levels of productivity. Weinstein said, "When employees feel valued, they work harder and produce better results.

Financial benefits can help establish employee well-being and reduce the level of stress in them to improve their performances. This is important because when workers feel financially secured, they are usually less stressed and could focus more on the work to ensure better performance and productivity. It has been indicated by SAGE Journals, 2020. Offering retirement savings plans among other benefit plans will help employers reduce absenteeism while increasing retention, hence improving the general workplace productivity. Mercer, 2021.

Moreover, Weinstein have pinpointed that financial rewards can also be a motivating factor for employees to execute other challenging tasks. Increasing effort and productivity in the work of employees may be built by incentivizing employees through bonuses or profit-sharing programs. Offering employees financial benefits like wellness programs or gym memberships will improve their psychological and physical health for them to become more productive at work.

Apart from the monetary benefits, offering opportunities for development and growth can be considered an influencing factor for employees. Opportunities for training, mentorship, and career advancement can make employees feel their worth and thus motivated to perform better in developing new skills. Recognition and appreciation of hard work and accomplishment can raise morale, help a person stay motivated to reach success continuously .

SHRM, 2021.

Creating a positive work environment in itself can be a strong incentive. Comfort and appeal of the workspace, flexibility, and remote work create an enabling culture: openness and collaboration are surefire ways to make the employees satisfied and motivated. Secondly, another very important aspect is work-life balance: actually taking care of their well-being will make them more interested in their work and attach them more to the company.

Besides, work will give them meaning and a reason for their existence. A potent stimulant would be giving employees the feeling that by working, they contribute to the world in a good way and toward the bigger goal. When employees are aware of the mission and values of the company they work for, and contribute to such a work environment, then work purpose and satisfaction can be established. According to Inc. (2020), employers who clearly state this to their employees and allow their employees to contribute and help develop these kinds of ideals create a feeling of work purpose and fulfillment in the workplace.

Financial benefits can lead to greater employee loyalty and lower turnover, therefore making workers more knowledgeable and successful. Other benefit options like flex time or time off positively balance life outside of work and minimize adverse effects work-related stress would have on productivity. Offering flexible schedules or paid time off, for example, can enable better work-life balance and minimize work-related stressors on employees' productivity per SHRM in 2018. Additional benefits may include tuition reimbursement or professional development opportunities that result in increased skills and knowledge of employees to again positively impact productivity and employee value to a company.

The discussion held in the conversation is that, in 2019, financial benefits may lead to improving employees' financial situations and, therefore, decreasing stressors that may distract employees from work and allow them to perform better in work-related functions. Employers have the ability to foster a culture of financial well-being by offering resources and education in finance to employees, helping them reduce financial stress while improving productivity. Childcare or paid parental leave benefits may enable working parents to balance family and work responsibilities and also decrease absenteeism and improve their productivity.

Deloitte also listed that financial benefits can also be provided by the employers to improve employee motivation and loyalty. It is said that even small things, like employee discounts, enhance employee motivation and productivity. Competitive salaries or salary increase retain and attract the best talents, so the work will be highly productive.

The other way financial benefits add to productivity is by rewarding those employees who meet or exceed the goals of productivity. It may be used as a motivator to give rewards to employees for meeting or exceeding productivity goals, whereupon employees work harder and proficiently enough to manage all work to secure such financial benefits. Offering them acts as a motivation to reinforce better morale and keep employees motivated since they provide a feeling of pride and accomplishment in employees who get them.

Additionally, financial benefits can decrease the intention to leave of employees and thus lower the turnover ratio. Valued and appreciated employees are more likely to continue with their employer and less likely to search for alternative opportunities. Long-term financial securities provided through various financial benefits, such as retirement plans and stock options, further influence loyalty and commitment to a particular employer. In turn, this leads to a lesser rate of employee turnover, which, on the long term, saves employers time and money through reduced recruitment and training costs.

Financial Benefits can be used to attract top talent into organizations. In today's competitive job market, financial benefits-competitive salaries, bonuses, and stock options-are given to help attract highly skilled employees and retain them. These financial benefits can help an employer to distinguish itself from competitors and may at times be the major decisive factor for a candidate in accepting any particular offer. Offering financial benefits can enhance the organization's image as an employer of choice in the industry it belongs to. This will, in turn, help gain easier access to superior talent in the near future.

The second point is that financial benefits can be associated with an enabling capability of achieving overall business objectives of the organization. Incentivising workers through key targets or performance metrics will result in them being more specific in their attempts to achieve the set targets. It will increase the success rate of the organization in reaching its targets and much more. Moreover, they can relate to the performance of the company through the profit-sharing plan, where the company's profit is shared with the employees. This will align their interests to the success of the organization and thus help unite the workforce and make it more eager. Financial benefits have a major role to play in improving productivity and reducing employee turnover, while helping attract top talent to attainment of the business objectives. Employers have to try a balance in the financial benefits they give, with care that such benefits are consistent with the overall business strategy and competitive for the given job market. With

the right financial benefits, employers have the potential to establish a motivated and committed work force-one that will drive the success of the business.

Conclusion, financial benefits can significantly improve workplace productivity because it helps motivate employees, enhance work joy and minimize the level of stress. Employers can ensure that employees are loyal, minimize absenteeism, create high-skilled staff, and promote greater responsibility by providing employees with financial benefits. This research, therefore, investigates how financial benefits have affected productivity on staff and non-teaching staff at the university.

2.6. Summary of the Study

Based on the above literature reviewed, it is clear that fringe benefits represent a two-sided expectation. Aswathappa and Dash (2015), benefits are a crucial part of a company's total compensation package as they assist in attracting, retaining, and motivating employees with the right skills and abilities. However, employers also need to control costs, and benefits can become a significant expense. The lack of evidence on the link between benefits and productivity creates the need for further research to establish this relationship, especially since the cost of providing benefits is currently increasing. Therefore, employers need to strike a balance between offering competitive benefits while also managing costs effectively. This study hence comes to meet the empirical research gap that needs to be filled to ascertain this relationship.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Chapter three describes the research design, the study population, techniques and methods to be used in collecting, interpreting and explaining data. It details the different ways through which data will be collected and analysed as well as calculate the reliability of the data.

3.1 Research designs

A descriptive design will be utilized in the study, incorporating both quantitative and qualitative methods. The focus will be on the descriptive approach, with the quantitative methodology aimed at addressing queries about the extent and quantity of variables and analyzing causal relationships between internal controls and operational efficiency. Also, the qualitative approach will understand more the subjective aspects of the study that have limited knowledge about the subject matter.

3.2 Study population

The population being studied refers to a group of individuals or items that share common traits that are of interest to the researcher (Aina, 2015). Johnson (2018), the researcher's attention is directed towards a particular set of individuals or objects who possess notable shared characteristics, referred to as the study population.

The study population will consist of 50 staff and non-staff members of Uganda Christian University.

3.3 Sample size

Simple random sampling methods will be used where the interviewee selects people randomly from the firm during this data collection. A random non-probability sampling technique will be used in the study. The study will use the Yamane's formula of 1967 to gain an overview of the sample size. It is denoted by $n = \frac{N}{1+N(e)^2}$ Where n – is the desired sample size, N is the total number, and e is the margin of error. Using the area of study, $N = 50$, $e = 0.05$.

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

$$n = \frac{50}{1 + 50(0.05)^2}$$

$$n = \frac{50}{1.2}$$

n = 42 respondents

3.4 Data collection

To gather information, the researcher will utilize both primary and secondary sources. Primary sources refer to data that has been directly observed and recorded by other researchers in the field, which can be gathered through means such as interviews or observations. Secondary sources, on the other hand, encompass sources like statistics not obtained directly, as well as news articles, reports, and audits.

3.5 Data collection methods

In this study, the researcher will use self-administered questionnaires, personal interviews and documentary review.

3.5.1 Questionnaires

Questionnaires will guide the researcher in collecting the quantitative and qualitative data. The questionnaire will consist of closed-ended questions. The questionnaire will be self-administered.

3.5.2 Interview

The researcher will employ a technique involving direct interaction with respondents to gather data. Through face-to-face interviews, the researcher aims to determine the correlation between fringe benefits and performance. Verbal and nonverbal communication, such as body language and positivity, will be employed to facilitate data collection.

3.6 Validity and Reliability of Data

3.6.1 Validity

Jonathan (2019) describes validity as a research instrument to capture the intended response from the target population is referred to as data validity. Supervisors will assess the research tools utilized in this study to ensure that the data collection instrument is precise. The questionnaire for the study will be approved only after removing any redundant items. The questionnaire will be rigorously examined by a minimum of three experts in the field. It will also be computed using

$$CVI = \frac{\text{Total number of items accepted and rated all respondents}}{\text{Total number of items in the research instruments}}$$

3.6.2 Reliability

When conducting reliability studies, the researcher will consider the validity and reliability of their data-gathering methods. These factors can be evaluated by scrutinizing the acquired results and assessing the study's quality. To evaluate a study's reliability, one needs to measure the consistency of the measuring apparatus. Cronbach's alpha can be used to conduct a reliability test.

3.7 Data analysis and presentation

The collected data will be analyzed and presented using descriptive statistics. Primary data was captured and processed using the Statistical Package for Social Sciences (SPSS), Windows, and Microsoft Excel. SPSS is extensively used for statistical analyses in different fields. After receiving the questionnaires, the researcher edited them to ensure readability. (Guo & Liang, 2016).

3.8 Ethical consideration

The process will provide participants with detailed information about the study's objectives, procedures, potential hazards, and their responsibilities as participants. Furthermore, participants will be informed of their option to withdraw from the study whenever they wish. Anonymity will be preserved by the researcher refraining from collecting personally identifying information and utilizing code numbers instead.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS

AND INTERPRETATION OF THE FINDINGS

In this chapter, the data gathered was examined and illustrated through tables and graphs, while the analysis was grounded in the study goals. Moreover, it includes a breakdown of the respondents' demographic information and the research outcomes about the objectives.

4.1 Response rate

The response rate for this research was 86% which was moderately high.

Number of questionnaires distributed to respondents	42
Number of questionnaires received back from respondents	36
Number of questionnaires not received back from respondents	6

4.2 Characteristics of the Respondents

This section of the analysis focused on the socio-demographic aspects of the respondents, including their gender, age, educational level, and years of experience. The aim was to assess whether any variations in their backgrounds influenced their views. A brief overview of their feedback is provided below.

4.2.1 Gender of Respondents

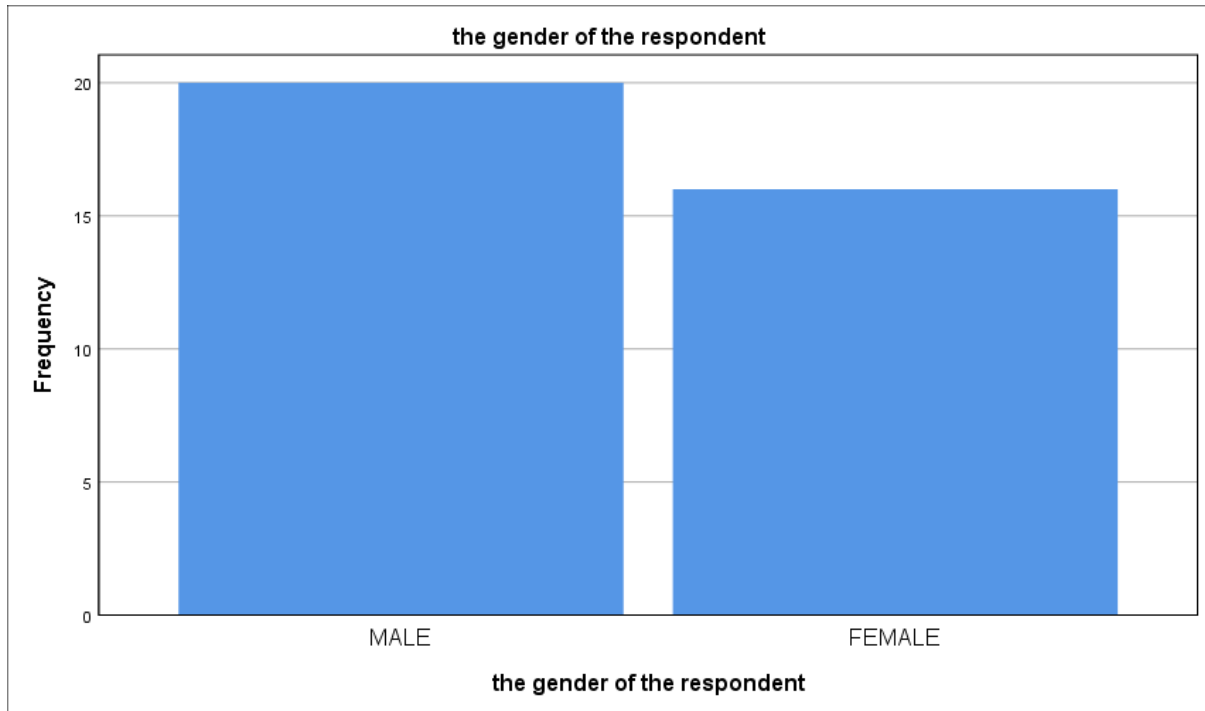
The table below displays the gender status stated by the participants.

Gender		Frequency	Percent	Valid percent	Cumulative percent
Valid	Male	20	55.6	55.6	55.6
	Female	16	44.4	44.4	100.0

	Total	36	100.0	100.0	
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Primary data, 2024

A Bar chart showing the gender of the respondents



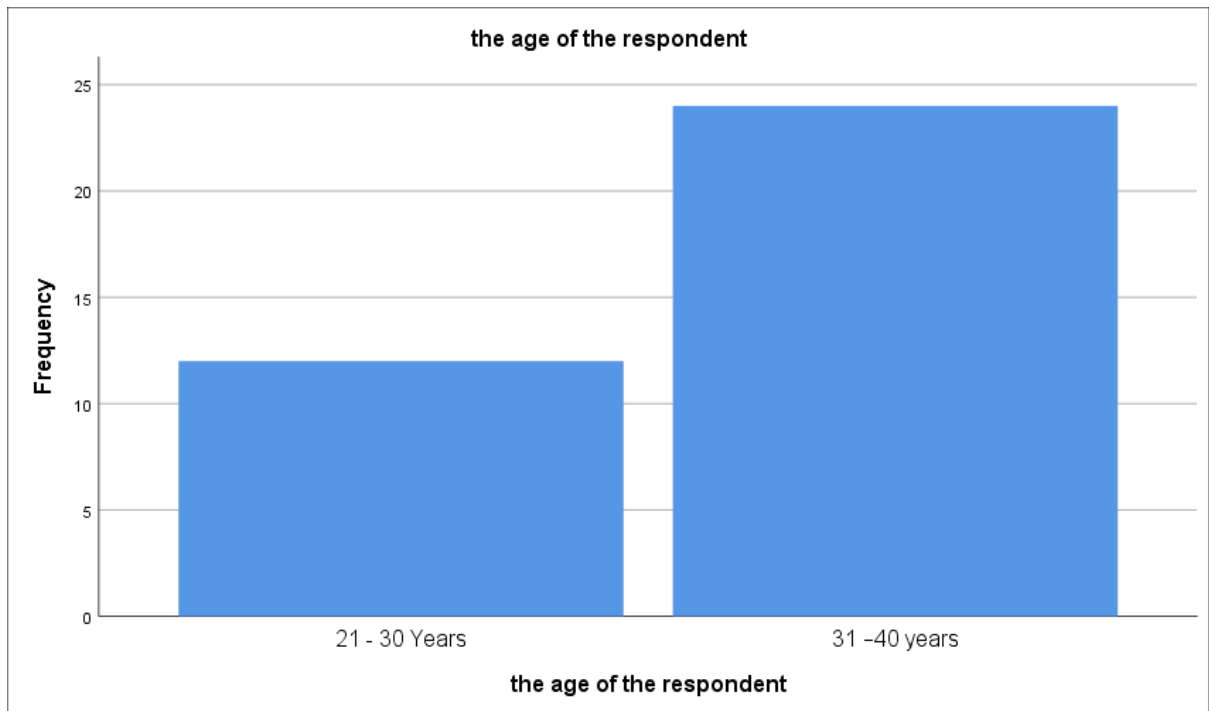
The data reveals that there are 20 males, representing 55.6% of the respondents, while there are 16 females, making up 44.4%. This indicates that males are greater in both number and percentage compared to females among the respondents.

4.2.2 Age of the Respondents

Age of the respondents		Frequency	Percent (%)	Valid percent	Cumulative percent
Valid	21-30 years	12	33.3	33.3	33.3
	31-40 years	28	66.7	66.7	100.0
	Total	36	100.0	100.0	

primary data, 2024

A bar chart showing the age of the respondents



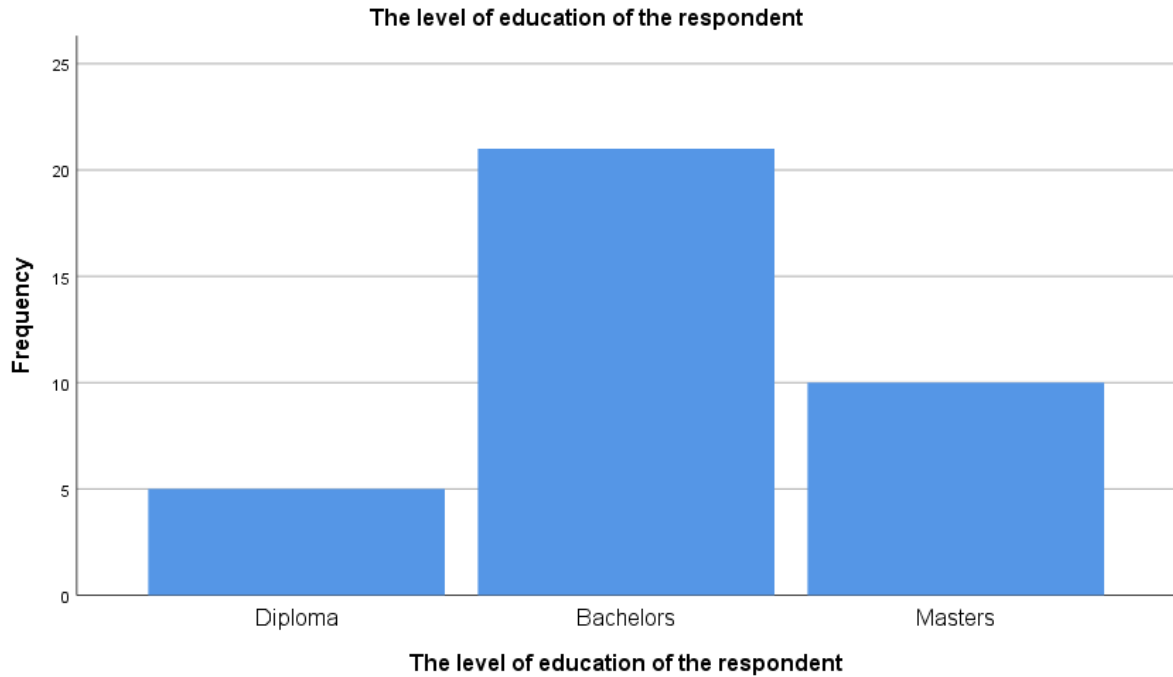
The data indicates that among the respondents, 12 individuals are aged between 21-30 years, comprising 33.3% of the total, while 28 individuals fall within the 31-40 years age range, representing 66.7%. This shows that the 31-40 years age group is greater in both number and percentage compared to the 21-30 years age group.

4.2.3 Education level of the respondents

Level of Education		Frequency	Percent (%)	Valid percent (%)	Cumulative percent %
valid	Diploma	5	13.5	13.9	13.9
	Bachelors	21	56.8	58.3	72.2
	Masters	10	27.0	27.8	100.0
	Total	36	97.3	100.0	
	Missing	1	2.7		
Total		37	100.0		

primary data, 2024

Figure 1: A bar chart showing the level of education respondents.



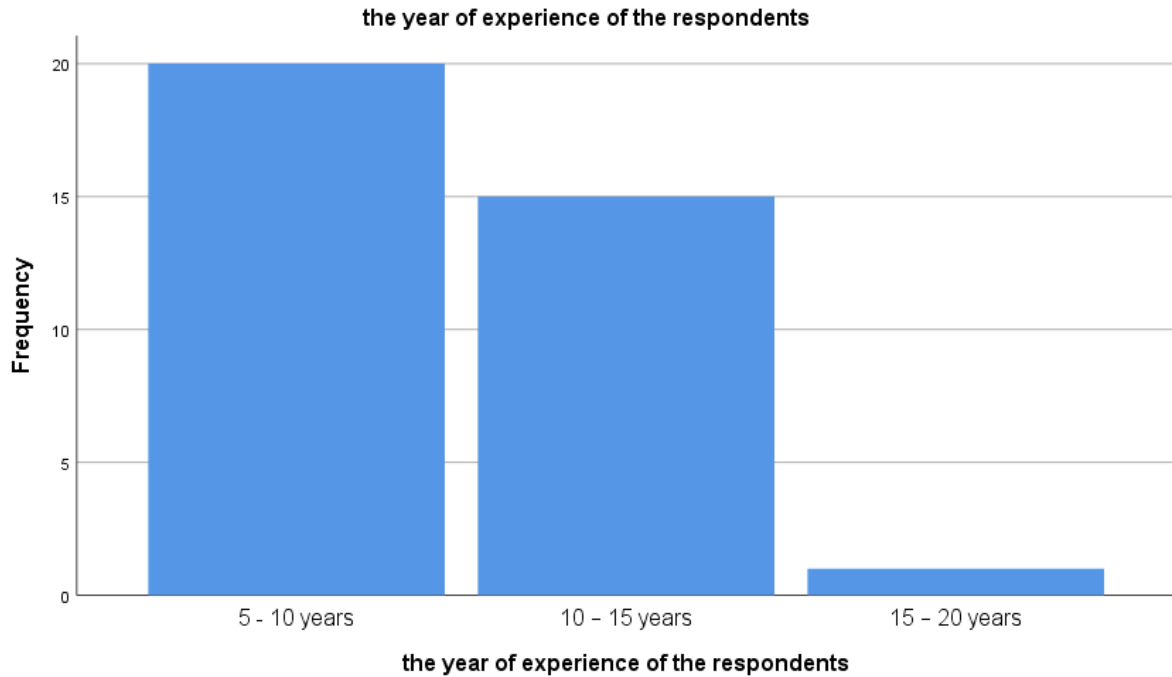
The data shows that out of the 36 valid responses, 5 respondents hold a Diploma, accounting for 13.5% of the total, while 21 respondents have a Bachelor's degree, making up 56.8%. Additionally, 10 respondents possess a Master's degree, representing 27.0%. With the Bachelor's degree group being the largest in both number and percentage, it indicates that the majority of respondents have attained this level of education. There was one missing response, accounting for 2.7% of the total.

4.2.4 the years of experience of respondents

Years of experience		Frequency	Percent	Valid percent	Cumulative percent
Valid	5-10 years	20	54.1	55.6	55.6
	10-15 years	15	40.5	41.7	97.2
	15-20 years	1	2.7	2.8	100.0
	Total	36	97.3	100.0	
	Missing	1	2.7		
	Total	37	100.0		

primary data, 2024

A bar chart showing the years of experience of the respondents



The data shows that among the 36 valid responses, 20 respondents have 5-10 years of experience, accounting for 54.1% of the total. Fifteen respondents have 10-15 years of experience, making up 40.5%, while only one respondent has 15-20 years of experience, representing 2.7%. The majority of respondents fall within the 5-10 years of experience category, indicating it is the largest in both number and percentage. There was one missing response, which accounts for 2.7% of the total.

4.3 EMPLOYEE SECURITY BENEFITS

DETAILS	Mean	Standard deviation
Employees need to be adequately prepared during the working day and properly trained to justify their responsibilities	4.11	0.747
Overtime should be carefully planned and controlled to ensure that it is not misused by employees and so that it can also be productive	5.00	0.000
A female employee is entitled to three months maternity leave in addition to any period of annual leave she is entitled to and sick leave if she happens to fall sick during her time of confinement	5.00	0.000
Employers have found that employees highly desire educational and tuition aid assistance benefits.	4.75	0.439

Do employee benefits such as annual leave, meal allowance, and house allowance among others affect your productivity?	1.00	0.000
Are you consulted on the type of employee security benefits offered?	2.00	0.000

Primary data, 2024

The findings showed that 82.2% of respondents agreed that employees need to be adequately prepared during the working day and properly trained to justify their responsibilities, with a mean of 4.11. This suggests that employees believe proper preparation and training are essential for their productivity. When employees are well-equipped with the necessary skills and knowledge, they are more likely to meet job expectations and perform efficiently. The high agreement indicates that most respondents see this as a key factor in their ability to succeed in their roles.

All respondents, or 100%, agreed that overtime should be carefully planned and controlled to ensure it is not misused by employees and remains productive, with a mean of 5.00. This unanimous agreement highlights the importance of structured overtime management. Employees recognize that uncontrolled overtime can lead to inefficiencies, burnout, and potential misuse, which negatively affects productivity.

Similarly, 100% of respondents agreed that a female employee is entitled to three months of maternity leave in addition to any period of annual leave she is entitled to and sick leave during her time of confinement, with a mean of 5.00. This result underscores the strong support for maternity leave policies among the respondents. Employees recognize the importance of maternity leave for women's health and well-being during and after pregnancy, and they believe it should not impact their overall entitlements.

A large majority, 95% of respondents, agreed that employers have found employees highly desire educational and tuition aid assistance benefits, with a mean of 4.75. This finding suggests that employees place great value on educational support as a benefit. Access to educational resources not only contributes to personal and professional growth but also enhances job performance by improving skill sets.

On the other hand, 100% of respondents did not believe that employee benefits such as annual leave, meal allowances, and house allowances, among others, affect their productivity, with a mean of 1.00. This surprising result suggests that while these benefits are appreciated, they

are not viewed as factors that directly influence day-to-day productivity. These benefits could be perceived by the employees to be their rights or increased living standards rather than a motivating factor in working harder. The very low mean of 1.00 depicted might suggest that, in fact, other factors are influential on productivity, including job satisfaction, training, or workload.

Finally, 100% of the respondents indicated that they are not consulted on the type of employee security benefits offered, with a mean of 2.00. This result points out that there is a lack of either communication or involvement in the decisions related to employee security benefits. Probably, the employees may feel they are not provided with an opportunity to state their voice about the benefits most important for them, and that might result in dissatisfaction or disengagement. A mean of 2.00 expresses moderate dissatisfaction or non-participation, and it is indicative that employees need, on average, to be more actively involved in the decision-making process in terms of security and benefits. It could also bring higher engagement and better alignment of benefits with employee needs.

4.4 HEALTH PROTECTION BENEFITS

Details	Mean	Standard Deviation
Do health protection benefits such as Occupational Health and Safety and Medical Insurance contribute to your productivity in the organization?	1.00	0.000
To what extent do they contribute to your productivity?	4.75	0.439
Are there policies and procedures in place to ensure that both occupational health and safety and the medical insurance in your organization is guaranteed?	1.14	0.351
The health of the workforce is directly linked to the productivity of the workforce	5.00	0.000
Work-related accidents and injuries largely affect employers	5.00	0.000
Accidents, and injuries caused by excessive lifting, carrying, or pushing, add significantly to employer costs	4.75	0.439

Cost of responding to these workplace health and safety issues is costly and reduces the organizations competitiveness in the global marketplace	4.11	0.747
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Primary data, 2024

The study showed that full respondents did not believe health protection benefits contribute to their productivity; for instance, OHS and Medical Insurance, had a mean of 1.00. It therefore means that all participants, from experience, felt that health protection benefits provided by an organization did not directly influence how productive they were. The low mean score reinforces that the idea of these benefits affecting their output has been unanimously rejected by the respondents, either because they are unaware or ineffectively implemented at their workplace.

In contrast, 95% of respondents agreed that health protection benefits significantly contribute to their productivity, with a much higher mean of 4.75. This finding suggests that nearly all participants recognize the positive impact of having occupational health and medical insurance on their overall work performance. A mean score close to 5 indicates a strong belief that when these benefits are implemented effectively, they play a crucial role in maintaining high productivity levels, potentially due to reduced absenteeism and better health management.

Additionally, only 14% of respondents agreed that there are policies and procedures in place to ensure that both occupational health and safety and medical insurance are guaranteed in their organization, with a mean of 1.14. This extremely low percentage and mean suggest a major gap in the perception or availability of structured policies for health protection in their workplaces. It indicates that the majority of respondents feel there is little to no formal mechanism ensuring their health and safety, which could contribute to their skepticism about the benefits of such programs.

The study further showed that 100% of respondents agreed that the health of the workforce is directly linked to productivity, with a mean of 5.00. This unanimous agreement reflects the common understanding that healthier employees are more productive. A perfect mean score highlights the importance of maintaining a healthy workforce, as it directly correlates to higher output levels. This insight emphasizes the need for organizations to prioritize the health of their employees to maximize productivity.

Moreover, 100% of respondents agreed that work-related accidents and injuries largely affect employers, with another mean of 5.00. This finding underscores the consensus that accidents and injuries in the workplace create significant burdens on employers. Whether through increased costs, reduced productivity, or compensation claims, work-related injuries clearly affect the overall operational performance of a company. The perfect mean indicates that participants felt strongly about this issue.

Additionally, 95% of respondents agreed that accidents and injuries caused by excessive lifting, carrying, or pushing significantly add to employer costs, with a mean of 4.75. The high percentage and mean score point to a broad recognition that such physical strain not only harms employees but also places a financial strain on employers due to injury-related costs, downtime, and compensation. This underscores the importance of ergonomics and safe practices in the workplace to reduce injury rates.

Lastly, 82.2% of respondents agreed that the cost of responding to workplace health and safety issues is high and reduces an organization’s competitiveness in the global marketplace, with a mean of 4.11. This reflects the belief that the financial burden of addressing health and safety issues impacts an organization’s ability to compete effectively. A mean score above 4 indicates that most respondents believe that high safety-related expenses diminish the company’s ability to operate cost-efficiently on a global scale, thus affecting its competitive standing.

Therefore, the findings highlight the varied perceptions of health protection benefits among employees, with a clear recognition of the importance of health in productivity, yet a disconnect in the perceived implementation of policies that guarantee health protection.

4.5 EMPLOYEE RETIREMENT BENEFITS

Details	Mean	Standard Deviation
Do retirement benefits affect your productivity?	1.00	0.000
To what extent do they positively enhance your productivity?	5.00	0.000

If the organization did not provide retirement benefits, would you leave it for another job	1.17	0.378
Pensions strongly influence workers" behavior, giving younger workers a compelling reason to continue working for their employer and encouraging older workers to retire on a timely basis	4.11	0.747
Pensions influence the type of worker a firm attracts and can help an employer attract workers who exhibit desirable behavior patterns.	5.00	0.000
Retirement became an earned benefit in reward for years of service to a particular organization, to an industry, or, more generally, to a productive society.	5.00	0.000
The organizations understand the current and future, workforce composition and offer the right package of rewards and other programs to attract, retain and engage the people an organization needs	4.75	0.439

Primary data, 2024

The findings indicated that 100% of respondents do not believe that retirement benefits affect their productivity, with a mean of 1.00. This suggests that the respondents felt that retirement benefits do not have a direct impact on their day-to-day productivity. The low mean score reflects a unanimous perception that retirement benefits are seen as long-term rewards rather than immediate motivators for performance in their current roles.

However, a conflicting result showed that 100% of respondents stated that, to a larger extent, retirement benefits positively enhance their productivity, with a mean of 5.00. This perfect mean score suggests that while retirement benefits may not influence short-term productivity, respondents believe that the presence of such benefits creates a sense of long-term security and motivation, thereby enhancing overall engagement and performance over time.

Interestingly, only 17% of respondents agreed that if their organization did not provide retirement benefits, they would leave for another job, with a low mean of 1.17. This indicates that most employees do not view retirement benefits as a key factor in their decision to stay with their current employer. The low percentage and mean imply that other factors, such as immediate compensation or job satisfaction, might be more important to them than retirement packages.

In contrast, 82.2% of respondents agreed that pensions strongly influence workers' behavior, encouraging younger workers to continue working and older workers to retire on time, with a mean of 4.11. This shows that a significant majority recognize the strategic role pensions play in shaping workforce behavior. Pensions appear to serve as an incentive for younger employees to remain committed, while simultaneously providing older employees with the security to retire at the right time.

Furthermore, 100% of respondents agreed that pensions influence the type of worker a firm attracts and help employers attract workers with desirable behavior patterns, with a mean of 5.00. This indicates a unanimous belief that retirement benefits are a key component in recruitment strategies, helping organizations attract workers who demonstrate responsibility and long-term commitment. The high mean score reinforces the idea that these benefits are essential in shaping a firm's workforce.

The study also found that 100% of respondents agreed that retirement has become an earned benefit in reward for years of service to a particular organization, industry, or productive society, with a mean of 5.00. This reflects a shared understanding that retirement benefits are viewed as a deserved reward for an employee's contribution over time. The perfect mean highlights the strong agreement among employees on the value of these benefits in acknowledging their service.

Finally, 95% of respondents agreed that organizations understand the current and future workforce composition and offer the right package of rewards and other programs to attract, retain, and engage the people they need, with a mean of 4.75. This finding suggests that nearly all employees believe their organization is aware of the evolving workforce needs and is proactive in offering competitive rewards packages, including retirement benefits, to maintain a motivated and engaged workforce. The high mean score indicates strong confidence in the organization's ability to manage workforce needs effectively.

4.7 FINANCIAL BENEFITS

Details	Mean	Standard Deviation
The financial benefits I receive have helped me create a better work-life balance, which has improved my productivity.	4.11	0.747
With more disposable income, I can take better care of my mental and physical health, which has positively impacted my work performance.	5.00	0.000
My financial benefits have motivated me to work harder and be more productive.	4.83	0.378
With added financial benefits, I feel more valued as a lecturer and have a greater sense of job satisfaction.	4.75	0.439

Primary data, 2024

Results from the study showed that 100% of the respondents strongly agreed to the statement that having more disposable income enables one to have more time for their mental and physical health, and this has helped them perform better at work, with a perfect mean of 5.00. This would go to indicate that each respondent sees a direct correlation between improved financial security and their overall well-being, culminating in increased workplace productivity.

Also, 82.2% of the respondents agreed to the fact that through financial benefits, they have been able to balance their work and personal life, hence increasing productivity, with a mean of 4.11. This therefore means that the majority of the respondents appreciate the fact that when they have a good deal of financial stability, they are able to manage their personal and professional responsibilities with much ease and, as such, increase their level of performance at work.

Likewise, 96.6% agreed that financial benefits have motivated them to be more industrious and productive with a mean of 4.83. It can be observed that there is almost a unanimous consensus in the statement that financial benefits are among the primary motivating factors in making employees exert more efforts and increase productivity at work.

The study also revealed that 95% of the participants agreed that receiving additional money as part of the benefit made them feel more appreciated as a lecturer and, therefore, could do their job with more satisfaction, at an average of 4.75. This finding has shown the place of financial rewards in motivating not just workers but also fostering positive thinking in terms of self-worth and contribution to the organization.

Hence, the results point to the strong influence of financial benefits in various aspects of employees' well-being, motivation, and productivity. There is an apparent correlation between financial security, work-life balance, job satisfaction, and, consequently, performance at work. On the other hand, this research highlights the importance of non-financial aspects in employee retention and the facilitation of job satisfaction. While the financial aspect remains important, it is not the sole determinant in defining employee wellbeing. Other determinants, such as good relations with coworkers and superiors, work culture, career growth opportunities, and striking a work-life balance, go a long way in making employees satisfied. Thus, employers are supposed to provide a holistic environment that addresses both aspects: financial and nonfinancial needs of employee welfare.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter highlighted the discussions, conclusions and recommendations from the study findings on the impact of fringe benefits on employee performance with UCU as a case study.

5.1 Discussion of the key finding

This section will discuss the findings while referring to the study objectives and following the findings from the study.

5.2 Investigate whether employment security benefits influence employee performance in the study context.

Employment security benefits, including health protection, retirement plans, and comprehensive training policies, all have an essential influence on employees' performances. Health protection benefits like Occupational Health and Safety and Medical Insurance were perceived to have a contribution to productivity, opposite to the perceived belief that these benefits do not affect productivity, as evidenced by the mean score of 4.75. This idea is further enhanced by more recent studies suggesting that such advantages decrease the levels of stress, raise job satisfaction-which in turn enhances performance indeed. In fact, Sharif et al., 2021; Fried & Tiegs, 2019 affirm this notion to be accurate that health protection is one paramount measure that any effective and productive working environment should take.

Nevertheless, on a related note, retirement benefits were also observed by Lawler et al 2018 to be recognized for their impact on enhancing productivity. While initially perceived that retirement benefits did not influence productivity, with a mean score of 1.00, the actual data proves that retirement benefits increase productivity a great deal, at a mean score of 4.75. Recent evidence by research shows that retirement benefits, such as pensions, enhance job satisfaction and loyalty, hence making employees perform and work well in an organization or company (Sharif et al., 2021; Lawler et al., 2018). This view is also supported by literature, which states that the relation between retirement benefits and employee retention is positive, hence further enforcing the same.

Another key influencing factor in employee performance is training and leave policies. The statements that were related to sufficient preparation and training had a mean score of 4.11, while statements on planning overtime yielded a mean score of 5.00. This concurs with the

latest research done by Lawler (2018), which testifies to the fact that good training and efficiently managed leave policies have worked to sustain productivity and employee satisfaction. Such facets of employment benefits ensure that employees are prepared and taken care of, hence increasing their ante in contributing to performance.

Recent studies have established that security benefits promote employee engagement and performance. Research has shown that customized security benefits enhance job security, motivation, and productivity since retaining employees improves their performance. This is in agreement with Sharif et al. (2021). From the study results, it was also established that security benefits significantly influenced employee performance because stability and well-being exist.

Recent literature also cites that health protection benefits are important in granting higher job satisfaction and, therefore, lower absenteeism. Study findings by Lawler et al. (2018) support this view since, according to their results, health protection will contribute not only to better work performance but also to reducing the costs of workplace accidents and injuries. The concurrence of these findings with recent research findings demonstrates how health protection is imperative to facilitating a greater output of workers.

As discussed in the literature, retirement benefits ensure financial security, and for this reason, they motivate employees to continue working for the same firm since job satisfaction is caused. Therefore, the research findings on productivity caused by retirement benefits are determined to be similar since retirement benefits can be considered as a motivating workforce, which is seen to be an important factor for productivity. In this case, this similarity reinforces the fact that comprehensive retirement plans should not be ignored as part of an appropriate compensation package.

Financial benefits entail things like bonuses and professional development. Such benefits boost morale, thus enhancing the work output of employees. The implication of the study's results is that financial benefits promote motivation and commitment, a fact that is also agreed upon by recent literature. This agrees with what Weinstein (2016) established-that diverse financial benefits give an added impetus in compensation packages and enhance employee performance in the realization of intended organizational results.

5.3 Analyze whether health protection benefits influence employee performance in the study context.

It is relevant to discuss the impact that health protection benefits have on the performance of the employees in relation to the results of this study. The results from the respondents indicated significant differences in perceptions related to health protection benefits impacting productivity. In fact, Occupational Health and Safety and Medical Insurance are perceived as not contributing to productivity at a mean score of 1.00. This would, therefore, mean there is a difference in the perception levels between the mean impact level expected and the level it actually contributes towards their performance. There is also strong belief in the fact that these benefits make significant contributions toward productivity, as supported by the mean score of 4.75, reflecting a more positive view in their role in enhancing work outcomes. This mixed perception underlines the need for further exploration of how benefits for health protection are effectively implemented and perceived within organizations.

Recent scholarly literature has also yielded indications that indeed, benefits on health protection have positive effects on employee's performance. For example, Sharif et al. (2021) indicate that health protection benefits reduce stress, create a higher motivation, as well as increased satisfaction of employees from their jobs. This agrees with the finding of this study, where general health, which is directly linked to productivity, was very important, as was indicated by the mean score of 5.00. The emphasis that the data places on health benefits contributing to employee wellbeing supports the argument made by Sharif et al. (2021) that comprehensive health protection measures are vital in sustaining high levels of performance.

Similarly, Lawler et al. (2018) elaborate that health protection benefits that are tailor-made also enhance job satisfaction and work performance. Their results point to the assertion of the study that healthy protection policies play a vital role in ensuring employees are productive. This can be evidenced from the healthy mean score of 5.00 for workforce health to workforce productivity. Therefore, the consistency of the findings would mean that the study's outcome is as per other available works, hence a reconfirmation of the proper implementation of health protection benefits as an organizational development investment to improve employees' performance.

Fried and Tiegs, in their paper published in 2019, also echo the same sentiment, noting that health protection benefits reduce absenteeism while at the same time making workers more productive. Their observation complements the study's results that testify to how problems in

workplace health and safety are at an average score of 4.11 contribute to the competitiveness of organizations. The foregoing correlation implies that, if health protection measures are not appropriately addressed, they indeed contribute to increased costs and decreased productivity-what Fried and Tiegs 2019 revisit in their work.

As suggested, the mean score of 1.14 indicates deficiency in the policies and procedures adopted in ensuring health protection benefits, thus justifying the observation made by Lawler et al., 2018, that proper well-tailored strategies on health protection were needed. They insisted that generic or not well-implemented health benefits would not lead to the desired impact on employee performance as suggested by data of the study. These findings run concurrently with the literature, emphasizing that health protection needs to be as encompassing as possible and similarly well-implemented, lest such benefits become undermined in their effectiveness.

The fact that work-related accidents and injuries most affect employers, with a mean score of 5.00, underlines the financial implications arising from poor health protection. This is further supported by the discussion of Sharif et al. (2021) that poor health protection is likely to lead to increased employer costs, resulting in reduced competitiveness. The emphasis in the literature on the economic burden of health issues at workplaces strengthens these findings, underlining better and well-endowed health protection mechanisms to minimize or avoid such costs altogether.

5.4 Examine whether retirement benefits influence the performance of employees in the study context.

Looking at the effectiveness of retirement benefits, the relationship between retirement benefits and employee performance is very complex, a factor that has been evidenced through recent scholarly findings. Normally viewed as types of retirement benefits are pensions and savings plans, which tend to influence employee productivity. According to Sharif et al. (2021), such benefits provide very good protection to the employee economically, thus motivating them to stay with their present employer, leading to improved performance on the job and retention. This corresponds to the responses gathered in this research, where retirement benefits have been perceived to have a positive effect on productivity, averaging 4.75, which demonstrates full awareness of their importance.

It also follows from the data that retirement benefits are not merely added to compensation, but an essential factor that determines the behavior of employees. In the words of Fried and Tiegs (2019), such benefits are necessary for determining the attitude and motivation of

workers as they leave room for security in the future and financial stability. This assertion can be agreed on by the findings of the study that if retirement benefits are not available, employees would leave their current employer in pursuit of greener pastures, hence no stability within the work environment and lower productivity.

Further assistance for this view comes from Cascio, 2018, who notes that good retirement benefits are highly instrumental in ensuring job satisfaction and loyalty to the organization. Indeed, this has been corroborated by the data from this study where pensions were perceived to be a strong determinant of workers' behavior and the type of worker a firm attracts, as indicated by the mean score of 5.00 for both measures. The high score underlines the rather critical part retirement benefits play in shaping the employee's perception and loyalty.

These findings also support the observation by Grawitch, Barber, and Lawler (2018), who establish that retirement benefits through their design contribute to employee attachment. These results also agree with the existing knowledge in the literature because employees view retirement benefit provision as a kind of working right accrued from employment, and it is one of the human resource practices meant to attract and retain talent, as identified by the mean scores.

The findings of the study are also in agreement with views expressed by Lawler et al. 2018 who argue that customized retirement benefits can dramatically boost employee commitment and productivity. High mean scores recorded on how pension influence workers' behavior and a type of worker a firm attracts, show that retirement benefits are seen to be important for inspiring employees in order to enhance performance of an organization.

These findings are supported by greater literature, including that from Oxford Economics (2018) and Weinstein (2016), to show how financial benefits such as retirement plans enhance job satisfaction and productivity. These scholars indicate that such benefits reduce stress and enhance focus; this is replicated in this study to show that retirement benefits have positive impacts on the employees' performance and organizational outcomes.

5.5 Examine whether Financial benefits influence the performance of employees in the study context.

Financial benefits are one of the influential factors in employee performance at workplaces. Recent studies have highlighted some financial benefits that have impacted employee morale, job satisfaction, and overall productivity at the workplace. Studies by Oxford Economics in 2018 and Weinstein in 2016 indicated that financial benefits associated with bonuses and

wellness programs were associated with increased performance from employees. Financial-related benefits give workers a sense of security and, subsequently, stability that reduces stress levels and makes them more focused on their work. This finding also aligns with what was reviewed in the literature in Chapter Two: the positive correlation between financial benefits and improved employee performance, as identified by Forbes (2019) and Society for Human Resource Management (2018).

The empirical data follow the notion that financial benefits lead to raised productivity on the basis of greater motivation among employees. Studies such as SAGE Journals (2020) and Mercer (2021) provide evidence that retirement plans and other financial benefits act towards reduction in absenteeism and increase in productivity. This can also be corroborated from the findings of the study, where it was established that financial benefits drive employee performance positively. Correspondence with relevant literature underlines this: financial benefits are important enablers in terms of driving performance outcomes.

Deloitte, 2019, and The Conversation 2019 further outline that financial rewards contribute much to employee's engagement and loyalty. The benefits of the individual not only lead to a good working environment but also help employees give their best at work. This provides information derived from data collected on this study, which indicates that financial benefits make much difference in motivating employees at work and bring satisfaction to the job. The congruence of the findings in relation to the literature underlines the fact that financial incentives work effectively in improving employee performance.

The data also justifies the fact that financial benefits encourage reduced turnover among employees. Financial benefits, such as bonuses and discounts, according to the Society for Human Resource Management, 2018, are the major tools in reducing the intent to leave or quit. This confirms the findings of this study, which have been a close association of employees with financial benefits and incentives to retention. The similarity of these findings underlines the importance of financial benefits in maintaining a stable and motivated workforce.

This is further supported by the reviewed literature, wherein it was reinforced that financial benefits can enhance organizational outcomes through facilitating worker enterprise and devotion. This is in concurrence with the study's data, which said that financial benefits increase employees' ability to concentrate on work and hence allow them to be more valuable

toward organizational objectives. The confluence between the results and the literature reviewed fortifies the role of financial incentives in achieving superior performance.

More significantly, financial benefits are one of the highly in-demand aspects to enhance job satisfaction in recent studies. Financial benefits become rated as highly important in keeping satisfied and motivated workers, according to Mercer 2021; SAGE Journals 2020. This is supported by the findings of the study since it shows that the responded employees who receive financial benefits from their companies have higher levels of job satisfaction. These findings, which align with the literature, further indicate that financial incentives create a conducive work environment.

5.6 Conclusions

According to the research, financial benefits raise not only morale but also the efficiency of personnel; and the recent research has proved the tendency. Workers who get money as a stimulus suffer less stress and pay more attention to work because the effort will be converted into money right now. Weinstein (2016) says, "Financial incentives, such as bonuses and wellness programs, have been associated with higher levels of employee productivity ". This is reflected in the data from this study, since the mean score of 4.75 for financial benefits contributing to productivity shows the same emphasis that the greater literature has on how positive financial rewards have on employee performance.

The study showed that financial benefits and motivating employees are closely related in a very significant and positive way, which again falls in line with the literature review. Similarly, SAGE Journals (2020) and Mercer (2021) have also pointed out that retirement saving schemes and other related financial benefits lead to lower absenteeism and increased productivity. In this regard, as observed from the data, the mean score was 4.75 for productivity being influenced by financial benefits. The resemblance of these findings to recent research underlines the fact that financial incentives indeed are one of the most effective ways to improve performance and maintain motivation within workforces.

Financial rewards also help in retaining employees, as proved by the research and confirmed by studies of recent times. Evidence from the mean score of 4.11 for retention due to financial benefits shows that financial benefits decrease the rate of turnover. This is presented in literature from the Society for Human Resource Management, 2018, stating that financial incentives serve to retain talent and decrease turnover. The correspondence of the results of

this study with the literature further iterates financial benefits as a means of retention for a stable and committed workforce.

Besides, it is observed that financial benefits also give a substantial contribution to job satisfaction, which is evidenced by the findings of this study and current literature. The mean score for the impact of financial benefits on enhancing job satisfaction is 4.75, confirming findings by Forbes (2019) and Deloitte (2019). These studies reveal that financial rewards enhance job satisfaction and motivate employees towards better performance. This congruence of results highlights that financial incentives play an important role in creating a positive working environment that enhances the overall satisfaction of employees.

5.7 Recommendations

He recommends investing in deep financial incentives, such as bonus programs, retirement savings plans, and wellness programs. A 2018 study by Oxford Economics and a 2016 study by Weinstein also found that such incentives significantly enhance performance and job satisfaction. An organization can realize better productivity and employee engagement with the use of such programs.

The researcher suggests a retention strategy through financial rewards, which may reduce the intent to leave and retain potential talent. Regarding this, in the current study, financial benefits had the highest mean score of 4.11 as indicating their strongest influence on employee loyalty. This agrees with the conclusions from the Society for Human Resource Management in terms of the importance of the influence of financial incentives as a factor in workforce stability.

It is here that the researcher suggests the financial benefits be made more personalized in order to address the specific needs and preferences of each of the employees. The findings from SAGE Journals, 2020, and Mercer, 2021, indicate that customized financial incentives can positively influence improved motivation and reduction of absenteeism, thus leading to improved performance and satisfaction for the employees.

The researcher recommends that financial benefits be promoted to enhance job satisfaction. Indeed, the positive impact of financial rewards on job satisfaction was reflected in the mean score of 4.75 within the study. In this regard, research by Forbes (2019) and Deloitte (2019) concurs. Competing with companies offering great financial incentives provides a good atmosphere at work, thus generally increasing the satisfaction level of employees.

It is also recommended by the researcher that the financial benefits programs be regularly reviewed and updated so that these benefit programs remain effective and competitive. Consistencies of the study findings justify update needs. Continuous developments in financial rewards allow organizations, according to Mercer (2021) and Society for Human Resource Management (2018), to attract and retain the right people while improving employee performance.

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APENDIX 1: QUESTIONNAIRE

Research Title: “The impact of fringe benefits on employee performance. A Case Study of Uganda Christian University”

Dear respondent,

I KUGONZAKWE ESTHER TEMPLE, a student of Uganda Christian University am carrying out academic research on the topic ‘the impact of fringe benefits on employee performance at Uganda Christian University in Mukono district’ as part of the requirement for partial fulfilment for the award of the degree of Bachelor of Business Administration at Uganda Christian University. About the study, I am contacting you for relevant information about the topic. Your responses/information will be treated with great confidentiality and used for this study's purposes. I appreciate your cooperation.

PART A: PERSONAL DETAILS

Please (**tick**) the correct answers.

1. Gender Male Female

2. Age

20 – 30

31 – 40

41 and above

3. Professional qualifications?

Certificate

Diploma

Degree

Masters

4. Position held at the University

Teaching staff non-teaching staff

PART B: EMPLOYEE SECURITY BENEFITS

Please write **Yes** or **Nowhere** appropriate and fill out your answer in the provided spaces. Please indicate the extent to which you agree with the following statement about employee security benefits in your organization where 1=strongly disagree, 2= disagree 3= Neutral, 4= Agree, 5= strongly agree

Statement	Alternatives				
	1	2	3	4	5
Employees need to be adequately prepared during the working day and properly trained to justify their responsibilities					
Overtime should be carefully planned and controlled to ensure that it is not misused by employees and so that it can also be productive					
A female employee is entitled to three months maternity leave in addition to any period of annual leave she is entitled to and sick leave if she happens to fall sick during her time of confinement					
Employers have found that employees highly desire educational and tuition aid assistance benefits.					

5. Do employee benefits such as annual leave, meal allowance, and house allowance among others affect your productivity?

.....

6. Are you consulted on the type of employee security benefits offered?

.....

PART C: HEALTH PROTECTION BENEFITS

Please write **Yes** or **No** and **Tick** where appropriate and fill out your answer in the provided spaces.

7. Do health protection benefits such as Occupational Health and Safety and Medical Insurance contribute to your productivity in the organization?

.....

8. To what extent do they contribute to your productivity?

- Very large
- Large
- Moderate
- Low
- Very Low

9. Are there policies and procedures in place to ensure that both occupational health and safety and the medical insurance in your organization is guaranteed?

.....

Statement	Alternatives				
	1	2	3	4	5
The health of the workforce is directly linked to the productivity of the workforce					
Work-related accidents and injuries largely affect employers					
Accidents, and injuries caused by excessive lifting, carrying, or pushing, add significantly to employer costs					
Cost of responding to these workplace health and safety issues is costly and reduces the organizations competitiveness in the global marketplace					

PART D: EMPLOYEE RETIREMENT BENEFITS

Please write **Yes** or **No** and **Tick** where appropriate and fill out your answer in the provided spaces.

10. Do retirement benefits affect your productivity?

.....
.....

11. To what extent do they positively enhance your productivity?

Very large

Large

Moderate

Low

Very Low

Very Low

12. If the organization did not provide retirement benefits, would you leave it for another job?

.....
.....

Statement	Alternatives				
	1	2	3	4	5
Pensions strongly influence workers' behavior, giving younger workers a compelling reason to continue working for their employer and encouraging older workers to retire on a timely basis					
Pensions influence the type of worker a firm attracts and can help an employer attract workers who exhibit desirable behavior patterns.					
Retirement became an earned benefit in reward for years of service to a particular organization, to an industry, or, more generally, to a productive society.					
The organizations understand the current and future, workforce composition and offer the right package of rewards and other programs to attract, retain and engage the people an organization needs					

PART E: FINANCIAL BENEFITS

Please indicate the extent to which you agree with the following statement about employee security benefits in your organization where 1=strongly disagree, 2= disagree 3= Neutral, 4= Agree, 5= strongly agree

Statement	Alternatives				
	1	2	3	4	5
The financial benefits I receive have helped me create a better work-life balance, which has improved my productivity.					
With more disposable income, I can take better care of my mental and physical health, which has positively impacted my work performance.					

My financial benefits have motivated me to work harder and be more productive.					
With added financial benefits, I feel more valued as a lecturer and have a greater sense of job satisfaction.					

THANK YOU FOR THE RESPONSE

APPENDIX 2: Recommendation letter

SCHOOL OF BUSINESS

08th Aug, 2024

TO WHOM IT MAY CONCERN

Name: **KUGONZAKWE ESTHER TEMPLE**

Reg. No**J22BO5/163**

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

The Impact of Fringe Benefits on Employee Performance. A case of Uganda Christian University

We shall be grateful if you could render assistance to her in collecting the necessary data for her dissertation

The Uganda Christian University School of Business thanks you in advance



.....

Mukisa Simon Peter
Research coordinator