



**THE EFFECTS OF EMPLOYEE WELFARE SCHEMES ON JOB  
PERFORMANCE: A CASE STUDY OF ACTION AGAINST HUNGER,  
ETHIOPIA MISSION**

**By**

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## DECLARATION

I, Feven Behailu, thus declare that this thesis entitled “*The effects of employee welfare schemes on job performance, the case of Action Against Hunger, Ethiopia Mission*” is my original work. I further affirm that this paper has never been submitted to some other college for any degree, certificate, or cooperation. At last, I proclaim that all source materials utilized in this exploration have been appropriately perceived and recognized.

Signature

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Date

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The researcher

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## ABSTRACT

*The main purpose of this research paper is to study “The effects of employee welfare schemes on job performance, the case of Action Against Hunger, Ethiopia Mission” The four factors that have been examined in this study are employee welfare benefit scheme, training, and development, safety and health in the workplace and gender mainstreaming. A total number of responses from 210 respondents were used for analysis in this research study. Questionnaires with closed-ended and five-point Likert scale items were used as an instrument to collect data for the research. A total of 230 questionnaires were distributed out of which 210 questionnaires were completed and returned. This represented a response rate of 91.30%, which is valid and used for analysis. The data collected were analyzed in SPSS Version 20.0. The researcher employed both descriptive and explanatory research designs researcher also employed an explanatory research design to distinguish the circumstances and logical results connection between autonomous factors and, descriptive statistics were used to explain the demographic characteristics of respondents by measuring mean and standard deviation. The result has shown that the overall mean for the four aspects of employee welfare scheme, training and development, safety and health in the workplace, and gender mainstreaming were 3.79, 3.05, 3.44, 3.91, and 4.16, respectively which were all above the cut-off point developed by Alfarra (2009) except training and development(3.05) which indicates that the four aspects of employee welfare schemes mentioned above are properly practiced in Action Against Hunger except training and development which needs further progression. Research questions were tested using statistical analysis of Pearson’s Correlation and multiple linear regressions. The result has shown that employee welfare benefits, training and development, safety and health and gender mainstreaming significantly and positively affect job performances in Action Against Hunger. Furthermore, the aforementioned factors that affect the employee welfare scheme in Action Against Hunger significantly contribute 88.5% to job performance. But, this study suggests future researchers find out the magnitude and strength of the effects of the four variables on job performance in a similar humanitarian organization and find out if the identical result can be obtained.*

**Keywords:** *Employee welfare benefits, training, and development, safety and health, gender mainstreaming, job-performance*

# CHAPTER ONE

## INTRODUCTION

*The purpose of this research paper is to analyze the effect of welfare schemes on job performance with a particular focus on Action Against Hunger, Ethiopia Mission. This chapter includes a background of the study; statement of the problem; research questions; objectives of the study; scope and limitation of the study, the significance of the study, and organization of the study.*

### **1.1 Background of the study**

The success of an organization depends on the performance of the workers in this period of globalization, hyper-competition, and the rapidly changing climate. The performance of employees is an important necessity if an organization is to continue its efforts towards achieving pre-designed objectives(Losey, 1998).

To ensure the health of workers is taken care of organizations have to offer different well-being benefits. It is currently unbearable to retain employees in an organization in this stage of development without providing a specific package of benefits for the well-being of workers in a favorable working environment are compulsory however on the other hand other incentives such as punitive approaches also work but maybe for a limited time or circumstances in a domineering working environment. Welfare is concerned with workers' overall well-being at work as well as at home(Cole, 2002).

As Armstrong (2004) states that representative government assistance programs lay principally on the theoretical ground of social duty on associations for the individuals who work for them. Organizations need profoundly performing employees to meet their objectives to convey the items and administrations they have practical experience in and subsequently accomplish an upper hand. As per Gayle and Brock (2004), associations give government assistance offices to their workers to keep their inspiration levels high.

The very logic behind providing welfare schemes is to increase a healthy, loyal, and productive workforce, create an efficient and satisfied labor force for the organization, and promote healthy organizational relations thereby maintaining industrial peace. The term welfare suggests the state of wellbeing and implies the wholesomeness of the human being. It is an attractive reality including the psychological, physical, moral, and enthusiastic variables of an individual(Cole, 2002).

According to Stone (2012), welfare services are financial or other assistance offered to an employee or family by an organization. Employee welfare is a descriptive concept that encompasses multiple employer-offered programs, incentives, and facilities. The measure of welfare can be either monetary or non-monetary. Allowances, accommodation, travel, medical benefits, pension plans, parental leave, canteens, sick leaves, child care systems, financial aid, schooling are some of the common social services included.

Lack of successful welfare programs for compensating the employee's job efforts negatively decreases the level of employee's work morale and this impacts the organization's efficiency negatively. As a result, the main aim of this research paper is to examine the effects of the employee welfare system on job performance(Adriana. A, et.al, 2020).

## **1.2 Statement of the problem**

This research was carried out to understand the various welfare steps taken and the facilities offered by the organization gather the views of the workers on these services and also know the reason for the disappointment if any, jobs or workers are frequently drawn into such organizations not only because of the pay packages listed in the advertising but also because of the benefits associated with them. These advantages typically include to name but a few, accommodation, travel, medical, pension, or retirement benefits. Such attractions often constitute significant targets on which such individuals make up their minds to minimize the organization's primary attractions to these individuals( Anthony. J,1998).

As new welfare programs are applied to the current ones along with societal shifts, it is a complex term. In addition to wages and salaries, the modern notion of employee welfare includes all the practices of employers aimed at supplying workers with such facilities and services. For the well-being of the company, welfare facilities are important as they have a close link with the efficiency of the labor force(Elizabeth B, 2015).

Employee wellness measures improve organizational efficiency and encourage motivation, preserve industrial harmony, and attract workers for longer periods by maintaining healthy organizational relationships(Schrita et al, 2017).

Employees, not just their talents, are recruited as a whole person. This means that whatever affects some part of their personality has its effect on their ability to perform the assignment for which they are working. Nevertheless, most organizations find that it is necessary to pay a reasonable wage rate to encourage and maintain the staff's dedication to service. Although this principle is not completely inaccurate because it may fulfill their economic need, the psychosocial need may not necessarily be satisfied(Stone, 2012).

Most organizations find that it is necessary to pay a reasonable wage rate to encourage and maintain the staff's dedication to service. While this is taking place, the definition is not false since it can content their economic needs, it may not satisfy the employees' psycho-social needs, and this may impose a problem on their ability to perform their duties satisfactorily(Armstrong, 2004).

As a basic assertion, the motivation behind this research is described as follows. A scholar like Herzberg (1959) believes those welfare schemes are hygiene factors and as a result does not motivate the workers to perform. Armstrong (2004) states that the employee welfare program rests mainly on the abstract ground of social responsibility on organizations for those who work for them.

However, since they are part of the working conditions, all employers discretionary should provide welfare services within the limits of the organization. Depending on their

goals, many organizations are gradually offering employee welfare, giving varying degrees of priority to employee welfare(Cole, 2002).

As Roth (2015) and others note, the humanitarian sector is categorized by a significant rate of burnout and dropout. As a result, Well-being is particularly important in environments where the physical safety and security of staff are endangered (Fast, 2014). The studies reviewed indicate that inadequate studies have explored the effect of employee welfare systems and the performance of workers, which is a knowledge gap that justifies the need for more study. Therefore, by determining the effect of employee welfare programs and employee efficiency, this study sought to fill this research gap.

A study by Nickson L, *et.al* (2019) on the influence of staff welfare on employee performance at the Public Service Commission in Kenya found that staff welfare positively and significantly affected employee performance. Therefore, an increase in these factors would result in increased accessibility to increased employee performance. The study concludes that staff welfare is essential in creating a sense of recognition and satisfaction among the employees which improves their productivity. The study also determined that an impartial and competitive employee welfare outline should be established to evade poor employee turnover. The variables included in this research were retirement benefits, allowance, compensation, and medical insurance. But, the study did not include education and training and also gender mainstreaming as variables of study as factors that affect employee job performance.

A study by Ferdinand W.*et al* (2017) on the Effect of Employee Welfare Programs on Employee Performance, a case study of Kenyan Railways Corporation that the five variables of employee welfare programs (occupational health; succession plans; training and development; employee referral scheme and remuneration policies) affect employee performance at Kenya Railways Corporation. But, the study did not consider gender mainstreaming as the variable of the study.

Moreover, the findings of a study by Surafel G. (2017) on the Effect of Reward, Benefits & Incentives on Employees Performance in the case of Zemen Bank S.C. indicated that reward, benefits, and incentives have a direct relationship to the employee's performance.

Similarly, a study by Luna, B. (2017) on the Effect of Working Conditions on Employee Performance in Ayka Addis Textile and Investment Group PLC indicated that all of the factors of work conditions were found to be low and that employee performance itself was affected by these circumstances. But, the conclusion of studies was put in general terms and did not indicate which parameters of the welfare system exactly affect employee job performance in Zemen Bank.

Kasenga F. *et al* (2014) conducted a study on staff motivation and welfare in Adventist health facilities in Malawi. They did a qualitative research study by group discussion with health care workers and support staff. Finally, the study concluded that Adventist health facilities need to be revised, further growth training programs need to be programmed, and through scheduled weekly meetings, coordination between management and health care personnel must be improved. But, the study lacks welfare compensation and gender mainstreaming, which are the major variables of this study.

It can be seen from the above results that different researchers have used fragmented methods and used various variables of employee health and factors affecting employee efficiency. Some of the studies mentioned in the above section were country-specific for instance from the researcher's scrutiny studies on related topics have been carried out in other East African contexts.

Apart from the above-mentioned empirical findings, one of the gaps that motivated the researcher to conduct this study is the preliminary interview conducted with some employees of the organization. The preliminary interview result shows that the employees of the organization argue about the issue informally, as due attention is not given to examine the effect of the welfare system on job performance and the practices as well as the outcome of the welfare system. Due to this, employees of the organization seem less satisfied which could affect their job performance.

As an applied statement, there was no adequate analysis of the effect of employee welfare programs on employee performance in the context of Ethiopian humanitarian organizations. This indicates that there are studies on the welfare system, but there are no

studies on this particular field when it comes to the Ethiopian perspective. Therefore, there is a need to meet a knowledge gap in this field. This research, therefore, aims to explain the effect of the employee welfare system on Performance.

### **1.2.1 Research Gap**

Several studies have been carried out on the analysis of the effect of welfare schemes on job performance. But these researches are in most cases country-specific. Also, none of the studies have combined the four variables: welfare compensation, safety and health, education and training, and gender mainstreaming as variables of the study. Moreover, although Action Against Hunger is operating across the world, no research has been conducted on the effect of welfare schemes on job performance in Ethiopia's humanitarian organization context. Thus, there is a need to research the effect of welfare schemes on job performance in Action Against Hunger in the Ethiopian context. This study uniquely combines the four variables: welfare compensation, safety and health, education and training, and gender mainstreaming to find out the effects of the variables on job performance in Action Against Hunger, Ethiopia Mission.

## **1.3 Objectives of the study**

### **1.3.1 General Objectives**

The general objective of this study is to determine the effects of employee welfare schemes on job performance, the case of Action Against Hunger, Ethiopia Mission.

### **1.3.2 Specific Objectives**

- To assess the relationship between the welfare schemes and job performance in Action Against Hunger, Ethiopia Mission.
- To study the effect of employee welfare benefit schemes on job performance in Action Against Hunger, Ethiopia Mission.
- To investigate the effect of education/training schemes on job performance in Action Against Hunger, Ethiopia Mission
- To assess the effect of safety and health schemes on job performance in Action Against Hunger, Ethiopia Mission.

- To assess the effect of Gender Mainstreaming on job performance in Action Against Hunger, Ethiopia Mission.

#### **1.4 Research Questions**

- What types of welfare schemes are being practiced in Action Against Hunger?
- What is the extent of employee satisfaction with Action Against Hunger welfare schemes?
- What is the relationship between welfare parameters (Benefit scheme, training/development scheme, safety, and health scheme, and Gender Mainstreaming scheme) on job performance in Action Against Hunger?
- What is the effect of welfare schemes on job performance in Action Against Hunger?

#### **1.5 Scope/Delimitation of the study**

Action Against Hunger is presently operative in more than 50 countries across the world. Geographically, however, the research was based on the data that was obtained from respondents/employees currently working in Action Against Hunger, Ethiopia Mission. The unit of analysis was general employees and did not include management staff.

Moreover, there are a significant number of humanitarian organizations operating in Ethiopia currently. However, due to resource constraints, the study was limited to the data that was obtained from Action Against Hunger only. It did not consider other humanitarian organizations operating in Ethiopia currently.

Conceptually, the Welfare system is a broad concept that encompasses various elements and variables. But again, the research was based on data collected by the researcher only on the four variables (factors) affecting employee performance namely welfare benefit schemes, training and development, safety, and health schemes, and gender mainstreaming schemes. In other words, this study provided an insight into the research question and objectives set out above and was not intended to answer all the matters relating to the INGO welfare schemes in Ethiopia.

Methodologically, this study used a quantitative research strategy, descriptive as well as explanatory or groundbreaking research design, and stratified random sampling was the sampling technique used. Regarding the time dimension, this study relied on a cross-sectional survey that can snapshot the study population satisfactorily.

### **1.6 Limitation of the study**

The study could face limitations of relevant references and lack of cooperation by research participants, whose exclusion may affect the validity of the research result since it indirectly limits the sample size. Moreover, Action Against Hunger intervenes in seven branch offices of Ethiopia namely (Addis Ababa, Gambella, Borena, Wollega, Waghimra, Somali & Hararaghe), therefore, network constraints, vague answers, in cooperation from the field office could be expected on the survey feedback which can intern be challenging to utilize the required survey response.

### **1.7 Significance of the study**

The study was carried out to analyze the effect of the welfare system on job performance in Action Against Hunger, Ethiopia Mission. The study would be of great use to Action Against Hunger, Ethiopia Mission as it provides insight into the existing welfare system problems and makes appropriate recommendations on how to address the problems.

The researcher benefits from the research as it could contribute to the growing body of knowledge on the welfare system issues and assure the partial fulfillment of the requirement for the degree of Masters in Human Resource Management upon completion of the study.

The study would also act as a source of reference for further studies to be done on the effect of the welfare system on job performance in the Ethiopian context. Future researchers would benefit from this research because it would provide them with relevant information on the topic.

### **1.8 Organization of the study**

This study comprises five chapters. The first chapter deals with the introduction and background of the study; statement of the problem; research questions; objectives of the study; scope of the study; limitation of the study and significance of the study. The second chapter focuses on the review of related literature. While the third chapter deals with the research methodology, the fourth chapter presents data. Finally, chapter five presents the result, discussion, and interpretation of the study.

## 1.9 Definition of terms

- **Educational fees benefit:** is a program that refunds employee's money spent on their tuition and enables the employees to gain additional knowledge, skills, and expertise for their benefit as well as enhanced organizational productivity (Okumbe, 2010).
- **Employee welfare** is a wide-ranging term that refers to numerous services, benefits, and facilities offered by the employer to employees to enrich the lives of employees, to keep them contented and gratified or satisfied (Manju & Mishra, 2012).
- **Gender mainstreaming** refers to incorporating the gender perspective into the planning, design, execution, monitoring, and assessment of legislation, regulatory initiatives, and expenditure programs, to foster gender equality and the battle against discrimination (Ostroff et al., 2012).
- **Health insurance** is an advantage in which people who are indemnified are protected against uncertain and high medical expenses and are more likely to receive needed and suitable health care. In addition, having health insurance is associated with improved health outcomes and lower mortality, so employees with medical insurance are more likely to be contented with their place of work (Eisenberg & Power, 2008).
- **Life Insurance** is the benefit that helps in protecting employees against loss of income due to death, accident, or ill-health. (Okumbe, 2010).

- **Loans:** are benefits given for employees on a long-term basis, such as in the case of house purchases at defined and subsidized interest payments on the mortgage (Okumbe, 2010).
- **Relocation benefits:** is covering relocation costs during the transfer of employees from one workplace to another which include transportation of household goods and temporary living and traveling expenses. It can also be extended to new employees to attract them to an organization (Okumbe, 2010).
- **Training and Development** are the benefits the organization provides for its employees in the form of training to its employees to achieve their objectives by adding value to the people it employs (Armstrong, 2006).
- **Transport benefits** is a benefit provided for employees and it can be in the form of monthly transport allowance, car allowance, company car, or vanpooling (Okumbe, 2010).
- **Wellness** is defined as a composite of physical, emotional, spiritual, intellectual, occupational, and social health; health promotion is a means used to achieve wellness (Sell & Shipley, 2009).
- **Support Staff** includes Logistics, HR, Finance, and operations in Action Against Hunger context
- **Program Staff** includes departments like Nutrition, Water Sanitation and Hygiene, Food Security and Livelihoods, Protection in Action Against Hunger context.

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

*The purpose of this chapter is to review the works that other scholars and researchers have done in the areas of the employee welfare system. Theoretical and empirical reviews are done leading to a conceptual framework, which is proposed to guide the study. The research gap is identified and the conceptual framework adopted is then discussed.*

## **2.1 Employee welfare: An overview**

According to Stone (2012), welfare services are financial or other assistance offered to an employee or family by an organization. Employee welfare is a complete-time period that refers to numerous offerings, benefits, and centers provided through the organization to personnel with the motive of enriching the lives of the personnel, to preserve them satisfied and contented or happy (Manju & Mishra, 2012).

Historically personnel welfare packages had been to lessen absenteeism and day without work because of illness. However, nowadays they have got taken a broader scope, and that they consist of nearly all elements that relate to a worker's well-being and private improvement withinside the workplace (Manzini & Gwandure, 2014). Logically, the supply of welfare schemes is to create an efficient, healthful, dependable, and happy hard work pressure for the corporation. The motive of offering such centers is to make their paintings-existence higher and to elevate their popularity of living (Padmini, 2016).

Armstrong (2004) said that worker welfare packages relaxation especially at the summary floor of social duty on groups for folks who paintings for them. Organizations want pretty acting personnel if you want to meet their desires to supply the goods and offerings they specialize in and consequently acquire an aggressive advantage. According to Gayle and Brock (2004) groups offer welfare centers to their personnel to preserve their motivation degrees high. Employee welfare packages may be categorized into categories: statutory and non-statutory welfare schemes (Cole, 2002). The statutory schemes are the schemes that are obligatory to offer through a corporation in compliance with the legal guidelines governing worker fitness and safety. These consist of provisions on safety, fitness, and welfare. The non-statutory schemes vary from corporation to corporation and from enterprise to enterprise. The very good judgment in the back of offering welfare schemes is to boom a healthful dependable and the productiveness of the

corporation, create an efficient, happy hard work pressure for the corporation sell healthful organizational members of the family thereby keeping commercial peace (Cole, 2002).

## **2.2 Theories Underpinning the study**

### **2.2.1 Equity Theory**

According to Adams' (1963), theory of equity, individuals seek a fair balance between what they put into their job and what they get out of it. Adams used the terms inputs and outputs to refer to the two, respectively. Adams stated that inputs typically include effort, loyalty, hard work, commitment, skills, and ability. Others were adaptability, flexibility, tolerance, determination, heart, and soul. He further added to inputs, the enthusiasm, trust in our boss and superiors, support of colleagues and subordinates, and personal sacrifice. He expounded that outputs are typically financial rewards (pay, salary, expenses, perks, benefits, pension arrangements, bonus, and commission) plus intangibles (such as recognition, reputation, praise and thanks, interest, responsibility, stimulus, travel, training, development, sense of achievement, advancement/growth, and promotion). Equity theory concerns the worker's perception of how he/she is being treated (Essay, 2012).

To form perceptions of what constitutes a fair balance or trade of inputs and outputs individuals compare their situation with other 'referents' (such as colleagues, friends, or partners) in the marketplace (Kerry, 2015). If individuals feel that, their inputs are fairly and adequately rewarded by outputs (or are equal to other employee outcomes over inputs) they experience justice and are therefore happy in their work and motivated to continue contributing to the organization at the same level. On the contrary, if individuals perceive that their inputs outweigh the outputs (or are unequal to other employee outcomes over inputs) then they experience injustice and thus become de-motivated concerning their job and employer (Susanne, 2011). It is, realized that dissatisfaction results from the discrepancy between the expectations and reality, although it could also be said that those expectations relate to a person's needs. This stream of thought, also mentioned by Tiwari (2014), encompasses the wide variety of social justice theories,

equity theory, social comparison, and the judgments people make based on values of fairness or justice and the perceived distribution of equities in a group, as well as social judgment encountered in reference group studies.

This theory in management implies that the manager must always ensure that he is fair and equitable. This calls for a more dynamic approach to the problem of employee motivation in an organization. The notice of equity is a major force. When there is an unequal comparison of ratios, the person experiences a sense of inequity. The feeling of inequity might arise when an individual's ratio of outcomes to inputs is either less than, or greater than, that of other people (Carrel & Dittrich, 2009). For example, workers prefer equitable pay to overpayment. A feeling of inequity causes tension, which is an unpleasant experience. The single most important idea for managers to remember about equity theory is that if rewards are to motivate employees, they must be perceived as being equitable and fair. However, different employees have different sense towards the basis for a reward and this may result in problems. This theory supports the variable on worker's compensation saying that organizations should consider employees' equal opportunities.

### **2.2.2 Socio-Conflict Theory**

According to Ritzer (2000), conflict theorists are oriented toward the study of social structures and institutions. Dahrendorf and Simmel (2011) who were ardent proponents of the social conflict theory had opined that every society at every point in time was subject to processes of change. For them, many societal elements contribute to disintegration and change but maintain orderliness through power. Menon (2015) was the major exponent of two faces of society (conflict and consensus) and the need for sociological theory to be split into two, namely conflict theory and consensus theory. He, however, constructed a single theory 'the conflict theory of society, and argues that 'the differential distributing of authority invariably becomes the determining factor of systematic social conflict'. Naturally, the management and workers are often antagonistic to each other. The management through a strong management philosophy seeks to

maximize profit (financial resources), maintain the status quo, and minimize the organization's expenses on running cost including wage bill the workers, on the other hand, through Union Power attempt to extricate themselves from a relative deplorable and oppressed state. The conflict is the pursuit of incompatible goals for which one party gains at the expense of the other (Gueskiewicz, 2015) and an opposition that may not break out into open dispute or physical violence (Hackman & Oldham, 2011). This theory supports variables on safety and health programs in the workplace by saying that organizations should provide a conducive work environment and considerable medical insurance cover for employees.

### **2.2.3 Functional Theory of Labor welfare**

The study adopted the functional theory of labor welfare which is also known as the efficiency theory which suggests that welfare work can be used as a means of securing, preserving, and developing the efficiency and productivity of labor (Shekhar, 2013). The theory states that if an employer takes good care of his workforce, they tend to be more efficient by improving production. Shekhar (2013) stated that programs for housing, education, training, provision of a balanced diet, and family planning measures are important for labor welfare as they increase the efficiency of workers in underdeveloped countries. This theory states that a fully mentally and physically satisfied worker is the most efficient. Employee welfare is a means to keep industrial workers content so they may work effectively. This theory suggests that welfare can be used as a means of securing, preserving, and developing the efficiency and productivity of labor.

The theory helps understand the characteristics of the labor force as reflected in the contemporary support for labor and it worked well if the employer and employees have the same goal of achieving higher production through better welfare. The theory is adopted in the study since welfare services affect the performance of any labor force. It is obvious that if an employer takes good care of his workers, they will tend to become more efficient. According to this theory, the employer has an obligation or duty towards its employees to look after their welfare. The impact on efficiency plays an important role

in welfare services and is based on the relationship between welfare and efficiency, though it is difficult to measure this relationship (Luthans, 2012).

Programs for housing, education, and training, the provision of a balanced diet, and family planning measures are some of the important programs of labor welfare, which increase the efficiency of the workers, especially in underdeveloped or developing countries. The development of the human personality is given here as the goal of industrial welfare, which, according to this principle, should counteract the baneful effects of the industrial system. Therefore, it is necessary to implement labor welfare services. Both inside and outside the factory, that is, provide intra-mural and extra-mural labor welfare services. The totality of Welfare emphasizes that the concept of labor welfare must spread throughout the hierarchy of an organization (Sin et al., 2004). Employees at all levels must accept this total concept of labor welfare program will never really get off the ground. The theory helps understand the characteristics of the labor force as reflected in the contemporary support for labor and it worked well if the employer and employees have the same goal of achieving higher production through better welfare. This theory supports variable on employee satisfaction by saying that an organization benefits in securing, preserving, and developing efficiency and achieving high productivity.

#### **2.2.4 Human Capital Theory**

Human Capital Theory was first suggested by Becker, (1993) in explaining the utilization of human capital in economic progression. It is associated with procuring human resources in various organizations and maximal productivity achievement. The recognition of the vital role played by human capital in organizations has resulted in more firms investing heavily in this resource. The theory holds that the current challenges brought about by globalization and advancements in technology may be countered by the use of appropriate human capital in organizations. As such, the employees must not only be competent enough but also have the right mindset to perform their delegated duties (Hunjra, 2010).

The theory's importance is that it enhances the importance of staff welfare practices to ensure efficient HRM practices. In this regard, improved performance, as well as service delivery, will be achieved by having the appropriate staff welfare practices. The theory sensitizes that the management in the organizations highly prioritizes the welfare of the employees which will translate to improved performance.

### **2.2.5 Expectancy Theory**

Armstrong (2006) argues that the concept of expectancy was originally contained in the valence- instrumentality- expectancy theory by Victor Vroom in 1964. According to Armstrong (2006) valence stands for value instrumentality is the belief that if we do one thing it will lead to another and expectancy is the belief that action or effort will lead to an outcome. The theory holds that individuals choose between alternatives that involve uncertain outcomes. The individual's behavior is not only affected by his preferences amongst these outcomes but also by the degree to which the individual believes the outcomes to be possible. Armstrong (2006) defines expectancy as a monitory belief concerning the likelihood that a particular act will be followed by a particular outcome.

According to Armstrong (2006) expectancies may be described in terms of their strength. Maximum strength is indicated by subjective certainty that the act will be followed by the outcome while minimal strength is indicated by subjective certainty that the act will not be followed by the outcome. The strength of expectations may be based on past experiences for example the idea that employees who go beyond the call of duty are rewarded. In these circumstances, motivation to perform will be increased. To maintain such employee performance at the workplace managers should reward their employees in accordance with their contribution. This will motivate the employee to continue performing and even go beyond the call of what they are expected to do. The expectancy theory has also made some important contributions to motivation theories. Unlike other theories, the expectancy theory takes into account individual perceptions and thus personal histories allowing a richness of response not obvious in other theories that assume that people are essentially the same.

## **2.3 The concept of Employee Performance**

In the organizational context, performance is usually defined as the extent to which an organizational member contributes to achieving the goals of the organization. Employees are a primary source of competitive advantage in service-oriented organizations (Luthans and Stajkovic, 1999; Pfeiffer, 1994). In addition, a dedication overall performance technique perspectives personnel as assets or belongings and values their voice. Employee performance plays an important role in organizational performance. Employee performance is originally what an employee does or does not do. The performance of employees could include the quantity of output, quality of output, timeliness of output, presence at work, cooperativeness (Güngör, 2011). Macky and Johnson mentioned that stepped forward person worker overall performance ought to enhance organizational overall performance as well. From Deadrick and Gardner's (1997) points, employee performance could be defined as the record of outcomes achieved, for each job function, during a specified period of time. If viewed in this way, performance is represented as a distribution of outcomes achieved, and performance could be measured by using a variety of parameters that describe an employee's pattern of performance over time. On the other hand, Darden and Babin (1994) said employee performance is a rating system used in many corporations to decide the abilities and output of an employee. Good employee performance has been linked with increased consumer perception of service quality, while poor employee performance has been linked with increased complaints. To conclude, employee performance could be simply understood as the related activities expected of a worker and how well those activities are executed.

## **2.4 Welfare benefit scheme and employee performance**

Employee benefits are some non-wage compensations granted to the employee while he or she is away from work. These are usually distributed during different situations, such as when you are going on a vacation when you are sick, or annual events like Christmas, etc. (Sullivan, 2010).

### **2.4.1 Annual Leave**

Annual leave is a legal entitlement to an employee. The length of annual leave will vary among employers but ranges, on average, between four working weeks and seven working weeks. Employees are entitled to full compensation during their annual leave. Indeed some organizations pay a leave allowance as an added benefit that meets specific needs during the vacation. In addition to annual leave, employees are also legally entitled to leave on public holidays with pay, such holidays include National days like Easter e.t.c (Okumbe, 2010). Paid leave, vacation, and/or sick time are common benefits, but the amount and schedule of accrual vary greatly from employer to employer. Some plans pay the employee for unused vacation, which can be subject to state laws, while others do not (Vroom, 2008). Annual leave which many employees view as a way of relaxation tends to relax the minds of employees outside the workplace while providing satisfaction for their job. Leaves give the employees a sign of satisfaction as they feel appreciated and valued by the employer and hence contribute well to employee job performance.

#### **2.4.2 Sick Leaves**

Employees may receive paid or unpaid sick days as part of their employee benefits package. The amount of sick days employees receive varies depending on the employer's policy and seniority. The amount of sick time given to an employee typically ranges from five to ten days, though employers may offer more or less time. Some employers may require a note from a physician that verifies illness before approving the use of a sick day. Security and health benefits include Worker's compensation program that protects employees, dependents, and survivors against income loss resulting from total disability or death, medical expenses, and rehabilitation expenses (Cascio, 2009). It covers all job-related injuries and illnesses and payments are usually made through an insurance program (Okumbe, 2010). Employees are motivated fully when their needs are met. In today's dynamic environment the highly motivated employees serve as a synergy for the accomplishment of the employer's goals, organizational plans, high efficiency, growth, and performance.

#### **2.4.3 Relocation Benefits**

Relocation benefits must not only lessen the financial burden but also ease the moving process itself. It includes picking up part or all of the cost of the following: moving possessions, looking for a new house, closing costs on a home at settlement including agent fees, and interim living expenses, employers need to know that if they want to recruit, then they have to offer relocation packages (Spinelli, 2007). Relocation Assistance enables employees to meet their relocation costs during transfer which include transportation of household goods and temporary living and traveling expenses. It can also be extended to new employees to attract them to an organization (Okumbe, 2010). A good employer provides relocation charges to its staff when they move from one place to another. Relocation benefits lead to job satisfaction despite providing travel benefits to the employees. Offering the benefits facilitates faster settlement for the employees thereby reducing stress to individuals and hence contribute well to employee job performance.

#### **2.4.4 Transport Benefits**

Transport benefits can be in the form of monthly transport allowance, car allowance, company car, or vanpooling. Transport and car allowance are fixed monthly benefits which enable employees to meet their house to office transport costs fairly and comfortably. A company car is probably the most valued of transport benefits because of its emotive impact since a car is a very visible and prestigious benefit. The financial and social benefits of using a company car are enormous as far as the employee is concerned. Vanpooling is a situation where an organization buys vans that can be used by several employees at the same time. The kind of method of transport chosen by an organization should be based on its financial ability and the intended impact of the method on employee motivation and reduced turnover (Okumbe, 2010). Employer-provided transportation benefits have been and continue to be very popular. Employers may give their employees a choice between receiving (taxable) cash or (tax-free) transportation benefits. Limits on the value of the transportation benefits allow employees to exclude certain amounts from income. A qualified transportation benefit plan may provide a tax-saving opportunity for both employers and employees (Fiore, 2009). Transport benefits

ease movement among the employees leading to job satisfaction and better job performance.

#### **2.4.5 Educational Fees Benefits**

The educational fees benefit program refunds employee's money spent on their tuition and enable the employees to gain additional knowledge, skills, and expertise for their benefit as well as enhanced organizational productivity. Educational fees are also paid by some organizations for the tuition of children of their employees up to a certain academic level and age. Educated workers have confidence compared to their less endowed counterparts in terms of education. Those employees seem to be more satisfied with their work hence provision of education fee benefits gives workers satisfaction at the workplace and thus contributes well to employee job performance (Okumbe, 2010).

#### **2.4.6 Loan service**

Depending on the financial position of an organization, loans may be given to employees for short and long-term obligations such as household purchases and buying a car at favorable interest rates. Loans may also be given on a long-term basis, such as in the case of house purchases at defined and subsidized interest payments on the mortgage (Okumbe, 2010). Employees who get loan facility to buy house/car would become satisfied and hence perform very well at their workplace.

*Hypothesis 1: Employee welfare benefits positively and significantly affect employee job performance.*

### **2.5 Training and Development and Employee job performance**

According to Armstrong (2006), some major organizations provide opportunities for personal growth and development for their employees. Employees learning means to develop firms' resource-based capability. According to Human Resource Management principle, it is necessary to invest in employees to develop the human capital required by the firm and to increase its stock of knowledge and skills. According to (Barney, 1991) the skills and knowledge that an employee has which comes from learning and training

generate a stock of productive capital. So it is very much important for a firm to develop a conducive learning and innovative environment.

Armstrong (2006) further says that organizations also provide training to its employees to achieve their objectives by adding value to the people it employs. Organizations invest in people to improve their performance and make them use their natural abilities. The purpose of training is to develop the competence of employees and to help employees to grow within the organization. Effective training can reduce learning costs, improve individual, quality and overall productivity, can attract people by providing training and development opportunities, develop a positive culture in the organization, and can increase employees' level of satisfaction.

Bell (2012) further adds that some firms also provide coaching for development which is a process of building a working environment that enhances the development of skills and the performance of employees. Development is to identify the activities to prepare staff for greater scope in their current or future positions. Employee development increases the personal growth and job satisfaction of employees. Such development increases staff productivity and performance, increases employee retention, motivates employees, and enables staff to respond quickly to change. From the employee's point of view, it is important because it helps the employee to grow, keeps skills current, increases employee involvement in decision making, and provides greater visibility and exposure to information.

Kelly (2001) found that training investment first generates a negative effect on results (deriving from the cost of the same), which later become positive, as far as the transfer of knowledge to the post is concerned. This effect can also be explained by taking into consideration that if employees perceive that the organization is interested in training them and giving them confidence and intends to count on them in the long-term future, they will make more effort and be more effective in their work. In terms of the Theory of Resources and Capabilities, this may involve barriers to mobility and an improvement in the organization to the extent that it can achieve higher revenue.

Ling (2007) notes that training and development are viewed as expensive investments for a business organization and are often neglected during the recession. The author cites a reason as the value and contribution could not be effectively ascertained. Ling (2007) mentioned that in most studies relating to training effectiveness, the focus was on establishing the relationship between training system or practices or factors (individual and organizational) with training effectiveness, with emphasis on objective, content, organizational factors, expenditures, duration of the training, coverage of employees, delivery methods, profitability, growth, and overall organizational performance.

IAEA (2003) states that while it is abundantly clear that training can provide added value, a measured, isolated, determination of training effectiveness is difficult because personnel performance depends not only on training, but also on many other factors such as supervision, procedures, job aids, pre-job briefings, management expectations, and the experience and motivation of the workforce.

Abbas and Yaqoob (2009) noted that training and development are designed to skill employees so they can perform well. This can be done by formally developing Training and Development programs or informally through on-job training. Insufficiency in knowledge and skills may result in conflict with organizational goal achievement and eventually affecting organizational performance. The authors concluded that training and development influence employee performance.

Abbas and Yaqoob (2009) further noted that the latest studies provide that organizations heavily invest in Human Resource Development interventions to update and skill the employees to attain job performance, job satisfaction, and job involvement. These skills can be imparted by providing necessary technical/non-technical training and coaching. Training and development sharpen the skills of the employees giving them confidence in the work they do. Confidence in work boosts performance and consequently job satisfaction.

***Hypothesis 2: Training and Development positively and significantly affects employee job performance***

## **2.6 Safety and Health at the Workplace and Employee job performance**

Allender, Colquhoun, and Kelley (2011) found that workplace health leads to job satisfaction and improved job performance despite providing health benefits to employees. Eaton, Marx, and Bowie (2007) studied various employee welfare programs in United States institutions and their impacts on the health behavior and status of faculty and staff. The data was collected through the application of computer-assisted telephone interviews, self-administered mail questionnaires, and computer-assisted personal interviews. 67.2% of the results reflected that health promotions can attract and retain skilled faculty and staff. The study concluded that employee wellness programs have positively impacted the health and wellbeing of employees increasing service delivery.

Grawitch (2007) examined the affiliation between diverse workplace practices which comprised of safety and health practices and satisfaction level in terms of commitment and turnover intention in universities. A web-based survey was conducted on 152 university faculties and staff through a college distribution list. The results asserted that health and safety practices are positively related to employee job performance in terms of turnover intentions. As a result, it is significant to identify and understand the needs of human capital to enhance performance and service delivery in the form of an individual basis and the organization as a whole. Haines, Davis, Rancour, Robinson, Wilson, and Wagner (2007) studied the effectiveness of the 12-weeks walking program in improving the health of employees. After attending a study orientation, 125 college faculties and staff are requested to complete Godin Leisure Time exercise questionnaires to seek their current physical activity status. The results emphasized that health promotion programs have positively impacted the welfare of employees and service delivery.

### **2.6.1 Safety and Health Management**

Accidents commonly occur in organizational operations. The consensus among safety professionals is that above ninety percent (90%) of all accidents occurring in the workplace may be attributed to behavioral factors. Increasing employee job satisfaction is as important as eliminating physical hazards in the workplace. Safety and health principles are recognized universally however, the extent to which actions need to

manage the safety largely depends on the organization's culture, values, and size. For instance, when the hazards presented by organizational activities, are in contradiction to the organization's morale and ethical codes, then, safety management programs have a chance of being successfully implemented, compared to organizations that don't have an ethical or moral code.

As envisaged in The Safety, Health and Welfare at Work Act 2005 (the 2005 Act), effective safety and health management protocols hinge on sound organizational management. When organizational health and safety practices are advocated by proponents of quality assurance, environmental protection, and adherence to business excellence then the safety and health management of organizations is assured. Safety management must be entrenched in the organization's practices just as a sound business trait.

According to Okumbe (2010), business efficiency is not only promoted through reduction of cost of production or cost of sell but adequately through safety measures. For instance, work-related accidents that result in employees taking more than three days off to recuperate end up costing the organization in the long run. Latency periods are responsible for costing organizations high overhead costs that are sometimes not planned for. In that case, Organizational safety and health management practices help cushion organizations from unnecessary costs. Therefore, organizational management needs to institute a safety mechanism in the workplace geared at entrenching safety culture as a culture and not an exception.

Additionally, Safety Health and Welfare at Work Act (2005), require all organizations to adhere to the reasonable practice of safety, health, and welfare of their employees. Organizations are equally required to ensure a proactive safety management system is in place within their organizations. Safety and welfare training is also recommended in managing organizational safety. When employees are sufficiently informed and empowered, then an organization claim to health and welfare measures. Safety Health and Welfare at Work Act (2005), is structured to help organizations institutionalize safety

protocols not only in the legal context but in a manner that secures and guarantees care and protection as welfare to employees.

Wilson and Wagner (2007) argue that there exists a strong positive relationship between organizations that manage safety and welfare programs well, and their employee satisfaction and job performance. They further argue that successful organizations do establish and maintain safety cultures that support the general welfare. In addition, effective safety and health policies instituted by organizations do have or should have the capability to set a clear direction for organizations on safety matters. A well-structured safety program should equally contribute to business performance. Similarly, cost-effective approaches to safety should not be placed at the expense of compromising human safety. In as much as safety is a cost to the organization, it doesn't outweigh the cost implications imposed on organizations due to negligence of safety protocols.

For effective implementation of safety, Wilson, and Wagner (2007) contends that organizations enhance their capabilities and develop mechanisms necessary that can foster safety, protection, and health objectives. Of significance to note, organizations cannot succeed if their employees are not motivated and empowered to implement safe protocol at work. Such empowerment will help prevent unnecessary accidents at work. To ensure the success of employee adherence to safety, all policies and safety objectives must be developed in consultation with employee representatives. Equally, constant communications regarding safety measures and procedures should be done to enhance the employee's commitment.

According to Fink (2010), organizations that succeed in implementing safety mechanisms and organizations that enhance employee satisfaction do have a monitoring and evaluation program in place in helping ensure adherence. Monitoring and evaluation programs do ensure that mechanisms for measuring adherence are in place, and corrective measures are also in place. An organizational self-monitoring program reveals how effective and efficient the health and safety management program is functioning. Self-monitoring in this case looks at how well hardware, software, systems, and human capital are structured within the safety parameters of an organization. The benefits of

monitoring are to check for the safety system fails, why they failed, and corrective measures to be instituted. Equally, monitoring can be used to measure medical services given to employees as a proactive good health measure, hence reducing absenteeism. Good health and safety systems enable organizations to attract and retain competent career personnel and it encourages all employees to work enthusiastically towards the efficient and effective achievement of organizational goals.

### **2.6.2 Wellness Programs**

Wellness is defined as a composite of physical, emotional, spiritual, intellectual, occupational, and social health; health promotion is a means used to achieve wellness (Sell & Shipley, 2009). Health promotion is defined as the aggregate of all purposeful activities designed to improve personal and public health through a combination of strategies including the competent implementation of behavior change strategies, health education, health protection measures, risk factor detection, health enhancement, and health maintenance (Goliath, 2007). Wellness has been defined by the Wisconsin-based national wellness institute as an active process of becoming aware of and making choices toward a more successful existence.

Corporate wellness programs are long-term organizational activities designed to promote the adoption of organizational practices and personal behavior conducive to maintaining or improving employee physiological, mental, and social wellbeing (Parker, 1981). They are designed and applied to promote organizational health and generally drive employees to high-level wellness. They are alternative medical techniques to improve wellness. We can then say a corporate wellness program can be seen as a pre-program to take action in achieving health promotion amongst manpower at the workplace.

The nature of health-promoting programs varies widely. They often emphasize lifestyle changes fitness, as well as educational approaches to reduce hypertension, cholesterol, substance abuse, and stress. It is no longer unusual for companies to have on-site fitness facilities for use of employees and their families. Pratt (2009) found that worksite health promotion and wellness programs can reduce sick leave by 27.8%, reduce health costs by

28%, and reduce disability costs by 33.5%. Wellness programs improve the health and well-being of employees and improve profits for the employer (Grant, 2008).

Charles (2012) has narrowed the dimensions of wellness to include a minimum of social, occupational, spiritual, physical, intellectual, and emotional wellness. Occupational wellness is one's attitude about his/her work reflected by personal satisfaction and the ability to balance work and leisure. Social wellness is concerned with relationships and interdependence with others, tolerance of diversity of mind and thought as well as concern for community and environment. Physical wellness encourages knowing about food nutrition and discourages abuse of substances such as tobacco, drugs, and excessive alcohol consumption. It encourages consumption and activities which contribute to high-level wellness like a medical system and medical self-care, sleep patterns, and responsible sexual behaviors. Spiritual wellness includes inner belief in a higher power and degree of acceptance, love of self, and everything else in the unconscious mind that has no distinct boundaries, (Travis, 2008). Intellectual wellness is the continuous acquisition of knowledge, awareness of current events, expression, and experiences of creativity. An intellectually well person uses the resource available to expand one's knowledge in improved skills along with expanding the potential for sharing with others.

### **2.6.3 Medical Insurance**

Medical services help to keep the employees in good health, therefore, reducing absenteeism. The returns of employee benefits to the company can take various forms, these include more effective recruitment, improved morale and loyalty, good public relations, reduced influence of unions, and reduced threat of further government intervention (Flippo, 2009). The dollar return from employees' benefits is almost impossible to measure. Employee benefits and incentives motivate employees to strive for a higher level of productivity. It enables the organizations to attract and retain competent career personnel and it encourages all employees to work enthusiastically towards the efficient and effective achievement of organizational goals (Okumbe, 2010).

Medical insurance coverage i.e. due to the high cost of hospitalization, surgical, and maternity care, it has been found necessary that employees are cushioned against these costs by putting in place a Medical Insurance plan. This is an important benefit that helps greatly to retain employees in an organization. Medical Cover includes general medical care, optical care, drug abuse, alcoholism, and mental illness. Health Maintenance Organizations (HMO); is a health care which assures employees of the delivery of medical services. In the HMO programs, employees do voluntarily enroll in the scheme and their employers prepay for the services. The basic principle of an HMO plan is that of preventive medicine which helps to maintain the health care costs at a low level by keeping people out of hospitals (Okumbe, 2010). Having health insurance is valuable for several reasons: People who are insured are protected against uncertain and high medical expenses and are more likely to receive needed and appropriate health care. In addition, having health insurance is associated with improved health outcomes and lower mortality, so employees with medical insurance are more likely to be satisfied with their place of work (Eisenberg & Power, 2008).

Health insurance vouchers can extend insurance coverage to the entire population but they also increase aggregate spending on health (Juergen and Chung, 2010). Health benefit costs have been rising above the cost of living standards and many employers are asking employees to contribute more of the cost than ever before (Bortolus, 2008). Health Spending Accounts or flexible spending account may be offered by the employer to help offset the cost of medical care not covered by health insurance. Qualifying expenses usually include co-payments for doctor's visits, prescription costs, or over-the-counter medication. These programs may be a reimbursement model, where employees submit qualifying receipts for reimbursement, or the employee may receive a debit card that can only be used for medical expenses (Willman, 2007). Medical insurance helps organizations to motivate their employees and keep their morale high to retain them for a longer duration. This leads to more job satisfaction among the employees.

#### **2.6.4 Life Insurance**

Many employers offer some basic coverage paid for by the employer with options to supplement basic coverage for life and/or accident coverage (Bortolus, 2008). Life Insurance helps in protecting employees against loss of income due to death, accident, or ill health, group insurance coverage is most preferred in the organization and can be contributory or non-contributory depending on the organization, it is renewable annually and covers employees double income (Okumbe, 2010). A life insurance plan helps an employee's family or spouse in case of accidental death. The employer can grant you a life insurance policy if he sponsors a group plan. Private insurance policies are more expensive than company-sponsored life insurance plans, thus you are getting a good deal. If you have a company-sponsored life insurance plan, your employer will provide the insurance benefits at once to your family. Usually, this is for full-time workers in medium and large companies (Sullivan. 2010) and with these offers, employees are always satisfied with their workplaces and thus leading to increased productivity on their duties.

***Hypothesis 3:** Safety and Health in the workplace positively and significantly affects employee job performance.*

## **2.7 Gender Mainstreaming and employee job performance**

In the mid-nineteenth century, women workers had a flat rate of work participation, and their jobs concentrated in particular low-paying jobs requiring mostly women staff (Oppenheimer, 1970). Because of the initial handicap of inferior educational opportunities and professional scope, female employees drew comparisons with female co-workers and seldom with male counterparts (Mill, 1867; Phelps Brown, 1979). With organizations supporting gender diversification in the workplace and reducing gender segregation, the iron barriers rusted allowing more women into the workforce. With higher qualifications, stellar work experiences and the newly gained armor of competence allowed females to have expectations on par with the male employees. But the prevalent 'formal discrimination' (Brief & Barsky, 2000) caused disappointments by non-fulfillment of organizational and job characteristics leading to burnout, stress (Channar, Abbassi and Ujan, 2011), and voluntary turnover (Miner-Rubino & Cortina, 2006). Formal discrimination or gender discrimination against the female employee, although

was condemned in broad daylight by the legal system and the organizations, its existence was and is undeniable (Brief & Barsky, 2000; Deitch et al., 2003; Dipboye & Halverson, 2004). The most evident disparity between male and female employees has been the presence of the gender wage gap which affects the fairness and equity perception of female employees (Card, Mas, Moretti & Saez, 2012). This existence of wage disparity is found across many countries (Stedham et. al., 2002).

A study was conducted by Soumya and Panchanathan (2011) on the antecedents of women's job performance and the pay and promotion aspect of job characteristics was found to be the most impacting factor deciding the job performance of female employees. Equal pay between men and women equated their status in the organization conferring them a source of empowerment. Apart from equal pay, the organizational aspect, which included an emotional attachment and feeling of pride, acts as the second most important determiner of female employee job satisfaction and performance.

A survey conducted by Fairy god boss (2015), an online community created by women to share experiences, in 2016 has revealed the significant impact of gender discrimination on job satisfaction and performance. Women who felt they were treated at par with male counterpart had higher job performance rating. The disadvantage of gender borne by female employees renders them with lower pay and inferior status in the organization which not only impacts their job satisfaction (Hicks-Clarke & Iles, 2000) and their overall performance (Cohen-Charash & Spector, 2001). This, in turn, degrades the standing of women in society (Goldenhar, Swanson, Hurrell, Ruder & Deddens, 1998).

Eagly and Carli (2007), in their research work, observed that women at organizations get fewer opportunities of work as compared to men since supervisors prefer male employees over female counterparts for complex and challenging projects (Glick et. al., 2000; King et al., 2012). These lost opportunities reduce the responsibility and accountability of female employees who are the steps for climbing the organizational ladder (DePater, Van Vianen & Bechtoldt, 2010). Male employees, on the other hand, are given the ability to define roles (Maume, 1999) giving them a quicker climb in the organizational pyramid (Blau & DeVaro, 2007). Indian women face one of the largest pay gaps of 30 percent as

per the Global Wage Report 2016–17 released by the International Labor Organization (ILO). Women employees have kept away from leadership roles thus having a cascading effect with the reduced number of women in an organization (Ostroff et al., 2012).

As a method to realize gender equality, gender mainstreaming has been adopted globally. This includes incorporating the gender perspective into the planning, design, execution, monitoring, and assessment of legislation, regulatory initiatives, and expenditure programs, to foster gender equality and the battle against discrimination.

Gender equality studies have been conducted consistently. In both Wright, Baxter & Birkelund (1995) and Kraus and Yonay (2000), the authors looked into the gender gap in workplaces across different countries and how the variations in the gaps can be attributed.

Gender equality is not only an important issue for women; gender equality in the workplace is also directly linked to the overall economic success of organizations and the entire country in general. Wherever job equality is greater, there is better employee performance.

***Hypothesis 4:** Gender mainstreaming significantly and positively affects employee job performance.*

## **2.8 Empirical Literature Review**

Many scholars argue that there exists a somewhat relationship between employee performance and employee welfare benefits and services. For instance, Onitiri (1983) said that bad requirements of residing, horrific fitness, loss of schooling, horrific housing, and bad transportation to and from paintings, horrific situations withinside the place of job lessen worker's productiveness and coffee productiveness then reduces the capability of the society to enhance running situations. Welfare measures relate to positive extra sports that are furnished via way of means of an organization like housing centers, transportation centers, clinical centers, leisure and cultural centers, libraries, gyms, and fitness clubs, etc. in wish of prevailing the pride index of a worker.

McGuire and McDonnel (2008) cautioned that the welfare centers aids in improving the self-self-assurance and highbrow stage of a worker. Torjman (2004) verified that welfare centers and pastimes account for a healthful character except for enchasing their happiness and emotional quotient. Kirsch (2009) turned into of the opinion that welfare centers must be bendy and non-stop innovation wishes to be done. Mathew (2011) encouraged that worker welfare measures function oxygen for the inducement of the people and growing the effectiveness of the team of workers.

Historically worker welfare offerings had been supposed to lessen absenteeism and time without work because of illness. However, nowadays they have got taken a broader scope, and that they encompass nearly all factors that relate to a worker's well-being and private improvement withinside the place of job (Manzini and Gwandure, 2011). Logically, the supply of welfare schemes is to create an efficient, healthful, dependable, and happy hard work pressure for the company. The motive of supplying such centers is to make their paintings-existence higher and additionally to elevate their fashionable of residing. Priti (2009) argues that the position of welfare sports is to sell monetary improvement via way of means of growing performance and productiveness with the underlying precept being making people deliver their dependable offerings ungrudgingly in an authentic spirit of co-operation and the overall wellbeing of the worker.

Despite this, Mwiti (2007) factors out that obviously welfare offerings won't without delay relate to a worker's activity however the presence or absence of the offerings is excellent via worker overall performance, attitude, and excessive or low hard work turnover. Manzini and Gwandure (2011) argue that welfare offerings may be used to stable the hard work pressure via way of means of supplying right human situations of labor and residing via minimizing the dangerous impact at the existence of the people and their own circle of relatives members. Welfare offerings can be furnished via way of means of supplementing the earnings of the people via way of means of supplying offerings including housing, clinical assistance, canteens, and pastime centers (Mishra & Manju (2007). Further, welfare centers assist in elevating personnel requirements of residing.

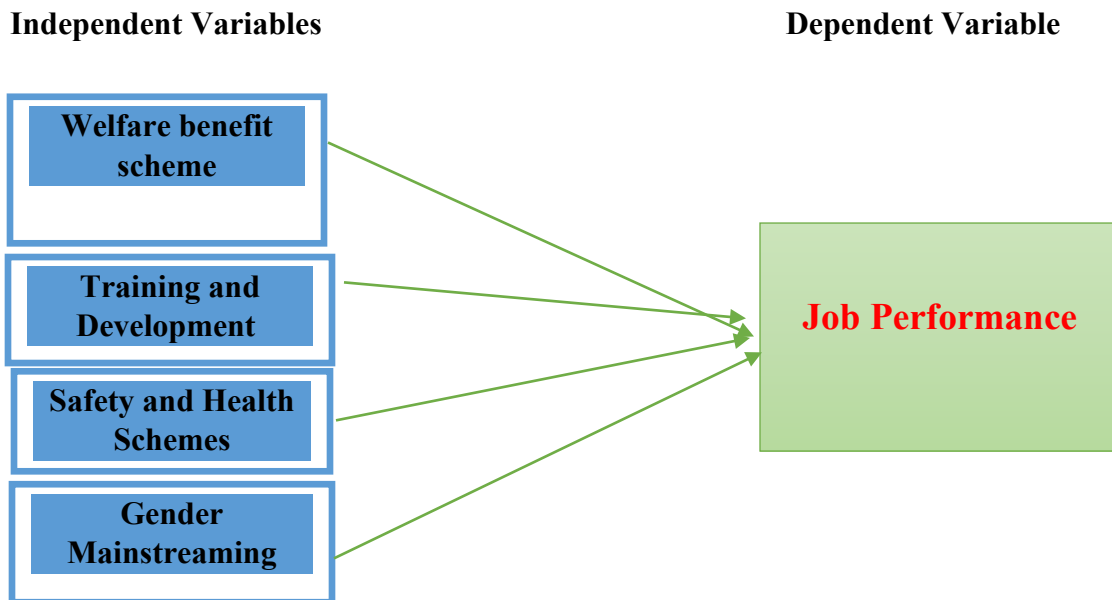
The achievement of those worker welfare sports rely upon the technique which has been taken to account in supplying such sports to personnel and welfare coverage must be guided via way of means of idealistic morale and human cost and such offerings encompass the supply of clinical centers, sanitary and the lodging of people employed, services and business social safety measures, education and schooling centers, HIV and AIDS chance discount and counseling offerings (Harika, 2010). Morwabe (2009) argues that the painting's surroundings must incorporate troubles including the running hours, employment coverage, people's fitness and welfare, place of job design, and the overall behavior of people on the place of job. Employee welfare sports in each evolved and growing societies affect now no longer best at the team of workers however additionally at the aspects of human resources (Manju & Mishra, 2007). These offerings can be furnished via way of means of the government, exchange unions, and non-governmental agencies (Ankita, 2010).

According to Okumbe (2010), a company this is without a doubt inquisitive about the welfare of its people is worried about approximately growing high-quality paintings surroundings wherein people diagnosed that they had been valued, which then boosts their overall performance. Medical coverage insurance is one of the welfare offerings that more suitable worker overall performance. Due to the excessive value of hospitalization, surgical, and maternity care, it has emerged as vital that personnel is cushioned towards those expenses installing location Medical coverage. Employees with health insurance had been much more likely to be happy with their paintings and with the company which then ultimately interprets into the powerful overall performance

Kwang bin bae and Sheryl Skaggs(2017) carried out the observation and analyzed the outcomes of gender mainstreaming in control on organizational overall performance the usage of Korea Workplace Panel Survey facts for 2005, 2007, and 2009. Their findings display that gender mainstreaming in control has a U-fashioned dating with company productiveness. Second, the curvilinear dating among gender mainstreaming in control and company productiveness is more potent in service-orientated industries relative to production industries, with the very best stage of worker productiveness inside homogeneous control groups.

## 2.9 Conceptual Framework

Based on the review of the related literature, the research framework has been developed. The below conceptual framework shows the relationship between welfare scheme dimensions (Independent Variables), and the dependent variable (job performance)



**Figure 1**– Conceptual framework adopted from the review of related literature

## 2.10 Research Gap

Some studies have been carried out on the analysis of the effect of welfare schemes on job performance. But these researches are in most cases country-specific. Moreover, although Action Against Hunger is operating across the world, no research has been conducted on the effect of welfare schemes on job performance in the Ethiopian context. Thus, there is a need to research the effect of welfare schemes on job performance in the Action Against Hunger in the Ethiopian context.

## CHAPTER THREE

### METHODOLOGY OF THE STUDY

*This chapter describes the methodology of the study to be used by the researcher to carry out the research study. It presents the research design, research approach, and target population, sample size, data sources, data collection and analysis procedures, reliability and validity tests, and finally ethical considerations.*

#### **3.1 Description of the Study Area**

Action Against Hunger is a non-governmental organization set up in France in 1979 to save lives by combating hunger, diseases, and those crises threatening the lives of helpless men, women, and children. Responding to the needs of populations affected by natural disasters or armed conflicts and respecting their dignity is central to the mandate of Action Against Hunger is an international humanitarian organization.

Action Against Hunger began operation in Ethiopia in 1985. Currently, the organization intervenes in situations that involve Nutrition and Health, Food Security and Livelihoods (FSL); Mental Health & Care Practices (MHCP), Gender and Protection; Water, Sanitation, and Hygiene (WASH). The organization has a country office located in Addis Ababa and six operational field base offices in Ethiopia located in Gambella, Oromia (Wollega and Borena), Amhara, Harar, and Somali Regions.

#### **3.2 Research Approach**

A quantitative research approach was used in this study in which responses obtained from employees of Action Against Hunger were quantitatively analyzed to explain the cause and effect relationship between dependent and independent variables.

A quantitative approach is “one in which the investigator primarily uses cause and effect thinking, employs strategies of inquiry such as experiments and surveys, and collects data on predetermined instruments that yield statistical data”(Creswell(2003). Hence, this study examined and measured the effectiveness of employee welfare schemes (employee welfare benefit schemes, training and development, safety and health schemes, gender mainstreaming on the dependent variable that is job performance.

Regarding the time dimension, this research study was cross-sectional where information was obtained from a single group of respondents at a single point in time. A broad section of the Action Against Hunger employees was asked a series of questions via a survey instrument. A survey approach is appropriate for this study as it involves individuals as the unit of analysis. The major advantage of the survey is that it provides extensive information on larger respondent groups in a cost-effective manner (Bryman and Bell, 2009; Zikmund, 1997).

### **3.3 Research Design**

The research design refers to the overall plan or blueprint of how the research is conducted. In this study, the researcher employed both descriptive and explanatory research designs. Descriptive research design helps the researcher to describe phenomena in terms of attitude, values, and characteristics (Mugenda & Mugenda, 2003). According to Glesne (2011), a descriptive survey design is concerned with gathering facts or obtaining pertinent and precise information concerning the current status of the phenomenon and whatever possible to draw possible conclusions from the facts discovered. This approach is appropriate for this study since the research sought to describe the perception of employees of Action Against Hunger, Ethiopia Mission.

The researcher also employed an explanatory research design to identify the cause and effect relationship between independent variables: employee welfare benefits, training, and development scheme, safety and health scheme, gender mainstreaming, and dependent variable: Job performance.

### **3.4 Target Population**

According to Aagaard and Hauer (2013), a population is a precise or set of people, services, elements, and events, groups of things, or households that are being investigated. The population of this study consists of a total of 541 employees of Action Against Hunger working for the organization permanently. The study focused particularly on general staff who directly deal with the day-to-day activities of the organization since they are the ones familiar with the subject matter of the study.

### **3.5 Sampling Design**

#### **3.5.1 Sampling Frame**

The sampling frame describes the list of all population units from which the sample is selected (Ritchie, Lewis & Elam, 2013). Sekaran (2006) highlights the importance of selecting a representative sample by making a sampling frame. From the population frame, the required number of subjects, respondents, elements, or firms were selected to make a sample. From the population-representative samples were selected from the general staff. The sampling frame consists of 541 employees working for Action Against Hunger, Ethiopia Mission (Source: Capital Human Resource Department (2020)).

#### **3.5.2 Sampling Technique**

A stratified sampling technique was used to select the sample. According to Denscombe (2007), the stratified proportionate random sampling technique produces estimates of overall population parameters with greater precision and ensures a more representative sample is derived from a relatively heterogeneous population. The study grouped the population into seven strata i.e. Capital Office, Somali Field Office, Harar Field Office, Borena Field Office, Wollega Filed Office, WagHimra Field Office Gambella Filed Office. From each stratum, the study used simple random sampling to select the respondents. Statistically, for generalization to take place, a sample of at least 30 elements (respondents) must exist (Anderson, 2012). Hoinville and Jowell (2011) also argue that if well-chosen, samples of about 10% of a population can often give good reliability and so 30% is even better.

#### **3.5.3 Sample Size Determination**

The sample size represents the number of items selected from the population (Kothari, 2007). This study adopts a stratified random sampling technique because it enables the generalization of a large population with a margin of error that is statistically determinable and also gives employees an equal opportunity to participate (Mugenda & Mugenda, 1999). From a total population of 541, stratified random sampling was used to select a sample size for the study.

To determine the sample size, the researcher used Yamane's Sample size determination formula:

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

N = Population size (541)

n= corrected sample size

e = Margin of error 0.05 (estimate within 5% of true value);

Based on the formula:

$$n = 541 / (1 + 541 (0.05)^2) = 229.72 \approx 230.$$

Therefore, the sample size of the study was 230 respondents. From the total sample size, the portion of each field office and capital office is described as follows:-

**Table 3- 1:** Distribution of population and sample size ( The number of employees in each base divided by the total number of employees multiplied by total sample size)

Sampling frame	Number of population	Sample size
Somali Base	64	27
Harar Base	53	23
Borena Base	53	23
Wollega Base	82	35
Waghimra Base	52	22
Gambella Base	159	67

Capital Office	78	33
Total	541	230

**Source: Survey Result, 2021)**

### **3.6 Data Sources and Types**

To conduct this study, both primary and secondary sources of data have been used. Primary information was solicited through a questionnaire that was collected from the sample respondents/employees. Secondary data was gathered from books, journals, documents, and other publications related to the topic under investigation to establish a conceptual framework and to assist the analysis of the employee welfare schemes in Action Against Hunger, Ethiopia Mission.

### **3.7 Data Collection Procedures**

The questionnaire was alienated into two sections. The first section contains the demographic characteristics of the respondents to get information about their gender, age, educational level, years of experience. The second section of the questionnaire was designed to enable the researcher to gather information about employee welfare schemes and job performance. The questionnaire is a set of questions that have questions, in this case, the questions contained closed-ended questions type and responses to the question to measure on a five Likert rating scale such as: Strongly agree (SA) = 5; Agree (A) = 4; Neutral (N) = 3; Disagree (D) = 2; Strongly disagree (1). The use of the Likert scale is to make it easier for respondents to answer the questions simply.

### **3.8 Data Analysis**

Data analysis is engaged after all data has been collected and is a process used to make sense of the data. The type of data analysis tool that is used is dependent on the type of data, that is; is the data qualitative or quantitative (Nieswidomy, 2008). Before processing the responses, the completed questionnaires have been edited for completeness and consistency. The data was then coded to enable the responses to be grouped into various categories.

Data categorizations ensured appropriateness, exhaustiveness, mutual exclusivity, and have a single dimension or the use of one concept. Data collected was analyzed by descriptive and inferential analysis including the mean, standard deviation, frequencies and percentages, and regression analysis. The variables were also tested for validity, reliability, normality, and the relationship of the coefficients established through SPSS. SPSS statistical tool helped the researcher to describe the data and determine the extent used.

The use of questionnaires enabled the researcher to quantify quantitative data using the size, frequency distribution, and association of variables in the study population and answers to questions that were counted and expressed numerically. Tables and figures were used to present responses and facilitate comparison. In addition, the researcher conducted a multiple regression analysis to determine the effects of each of the four variables on job performance. The regression was used to estimate the coefficients of the linear equation, involving one or more independent variables, which best predict the value of the dependent variable. The regression equation was used to determine the relationship between employee benefit schemes, training and development, safety and health, gender mainstreaming, and the dependent variable which is job performance.

The regression model was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: Y = Job performance

$\beta_0$  = Constant Term

$\beta_1, \beta_2, \beta_3$  and  $\beta_4$  = Coefficients of determination of the independent variables

$X_1$  = Employee welfare benefit schemes

$X_2$  = Training and development

$X_3$  = Safety and health

$X_4$  = Gender Main streaming

$\varepsilon$  = Error term analysis results.

### Definition of variables

1. **Job performance:** Job performance is defined as the extent to which an organizational member contributes to achieving the goals of the organization. (Luthans and Stajkovic, 1999; Pfeiffer, 1994). The performance of employees could include the quantity of output, quality of output, timeliness of output, presence at work, cooperativeness (Güngör, 2011).
2. **Employee welfare benefit** is a wide-ranging term that refers to numerous services, benefits, and facilities offered by the employer to employees to enrich the lives of employees, to keep them contented and gratified or satisfied (Manju & Mishra, 2012).
3. **Training and development** are the benefits the organization provides for its employees in the form of training to its employees to achieve their objectives by adding value to the people it employs (Armstrong, 2006).
4. **Safety and Health:** Occupational safety and health is an area concerned with protecting the safety, health, and welfare of people engaged in work or employment. The goals of occupational safety and health programs include fostering a safe and healthy work environment. (Waqas, A, 2014).
- **Gender Mainstreaming:** refers to incorporating the gender perspective into the planning, design, execution, monitoring, and assessment of legislation, regulatory initiatives, and expenditure programs, to foster gender equality and the battle against discrimination (Ostroff et al., 2012).

### 3.9 Reliability Test

According to Maxwell (2012), reliability refers to the consistency of measurement and is frequently assessed using the test-retest reliability method. Reliability is increased by including many similar items on a measure, by testing a diverse sample of individuals, and by using uniform testing procedures. The researcher selected a pilot group of 15 individuals from the target population to test the reliability of the research instruments. To test the reliability of the instruments, internal consistency techniques were applied using Cronbach's Alpha. The alpha value ranges between 0 and 1 with reliability increasing with the increase in value. A coefficient of 0.7 is a commonly accepted rule of thumb that indicates acceptable reliability and 0.8 or higher indicated good reliability (Mugenda, 2008).

**Table 3- 2:** Alpha coefficient of actual test based on 210 respondents

<b>Variables</b>	<b>Number of items</b>	<b>Cronbach's Alpha</b>
Employee welfare Benefit Scheme	6	0.814
Training and development	5	0.894
Safety and health in the workplace	4	0.873
Gender Mainstreaming	4	0.914

**(Source: Survey Result, 2021)**

Reliability tests were undertaken and the Cronbach's Alpha values obtained for each independent variable are presented in **table 3-1** above.

When we look at **table 3-1**, the Cronbach's Alpha for independent variables varies from Gender Mainstreaming (.914) to Employee welfare benefit scheme (.814). All computed Cronbach's alpha values are  $>.7$  and are acceptable.

### **3.10 Validity Test**

To establish the validity of the research instrument the researcher sought opinions of experts in the field of study especially the lecturers in the department of Human Resource Management. This helped to improve the content validity of the data collected. It

facilitated the necessary revision and modification of the research instrument thereby enhancing validity. Glesne (2011) contends that the usual procedure in assessing the content validity of a measure is to use a professional or expert in a particular field and hence professional advice was sought from lecturers including the advisor.

### **3.11. Ethical Consideration**

Ethics are the moral distinction between right and wrong, and what is unethical may not necessarily be illegal (Bhattacharjee, 2012). In order to be ethical, a researcher should consider voluntary participation and harmlessness. Subjects in a research project must be aware that their participation in the study is voluntary, that they have the freedom to withdraw from the study at any time without any unfavorable consequences, and they cannot be affected because of their participation or non-participation in the project. Accordingly, the name of the respondents was not asked in order to increase the confidentiality of the information they give, the questionnaire explains that the purpose of the research is for academic purpose only, the respondents were included based on their willingness, and finally, the researcher avoided misleading or deceptive statements in the questionnaire as well as the questionnaires were distributed only to voluntary participants.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS, DISCUSSION, AND INTERPRETATION**

This chapter covers data presentation, analysis, discussion, and interpretation of two major parts. Part one comprises the descriptive analysis of the demographic characteristics of the sample population involved in the study.

Part two covers the analysis of the findings of the study in light of the theoretical review stated in chapter II. This part involves a descriptive report of the responses provided by the respondents regarding the employee welfare scheme practices; statistical analysis of the four factors using correlation, multiple regressions, and the reliability test for the actual study. A total of 230 questionnaires were distributed out of which 210 questionnaires were completed and returned. This represented a response rate of 91.30%, which is valid and used for analysis. The collected data were analyzed using SPSS (version 20) statistical software.

#### **4.1 Demographic characteristics of the respondents**

Table 4.1- Item A and B shows the gender and age distribution of the sample population, respectively. Respondents who account for 82.9 % were male. Female representation in this study was 17.1 %. Therefore, the majority of the respondents were male.

As regards age, the workforce is largely dominated by the age group 25-35 comprising 58.60%. However, the outstanding group of respondents was in the range of 46-55 years old which only covers 4.80 % of the sample population.

It was also a matter of concern for this study to examine the educational background of the respondents. As it can be seen from Table 4-1, Item C, 121 respondents (57.6%) had first degrees which dominate the sample, 65 respondents (31%) had a master's degree. 20 respondents (9.5 %) had a diploma and only 4 individuals (1.9 %) were below diplomas.

**Table 4- 1:** Respondents' demographic characteristics

<b>Demographic characteristics</b>	<b>Frequency(n)</b>	<b>Percentage (%)</b>
<b>A. Gender</b>		
Male	174	82.90%
Female	36	17.10%
Total	210	100.00
<b>B. Age</b>		
18-24 years	4	1.90%
25-35 years	123	58.60 %
36-45 years	73	34.80 %
46-55 years	10	4.80%
d. Above 50 years		
Above 56 years	-	-
Total	210	100%
<b>C. Educational level</b>		
Below Diploma	4	1.90%
Diploma	20	9.50%
BA/BSC	121	5 57.60%
MA/MSC	65	31.00%
Total	210	100.00%
<b>D. Year of experience</b>		
Less than 1 year	13	6.20%
1-3 years	18	8.60%
3-5 years	33	15.70%
Above 5 years	146	69.50%
Total	210	100.00%
<b>E. Department/Work Unit</b>		
Support	116	55.20%
Program	94	44.80%
Total	210	

(Source: Survey Result, 2021)

Respondents, as employees of Action Against Hunger, have been working in the organization for a lengthened number of years. As shown in Table 4-1, Item D, respondents who had the length of service for 5 years and above category made up the majority which comprised 146 (69.5%), followed by 33 (15.7%) of respondents who served 1-3 years in the organization. However, only 13 respondents accounting for 6.2 % had less than 1 year of experience in the organization. It would, therefore, be possible to generalize that such a relatively longer year of services might have helped the respondents to possess ample experience and a better understanding of the various issues related to the employee welfare scheme of Action Against Hunger.

Respondents were also asked to indicate the department/work unit in which they are working. As depicted in table 4-1-item E, 116 respondents (55.20%) were support staff whereas 94 respondents (44.80%) were from the program unit. Thus, it can be suggested that data gathered from the respondents is balanced.

## **4.2 Descriptive Analysis of Employee welfare scheme Practices in Action Against Hunger**

In the course of descriptive data analysis, averages (mean) and standard deviation were calculated for each construct in the Likert Scales, from Strongly Disagree=1 to Strongly Agree=5. The weighted average categories for each result are interpreted as per the range developed by (Alfarra, 2009) as follows: 1.00-1.79 (Strongly Disagree); 1.80-2.59 (Disagree); 2.60-3.39 (Neutral); 3.40-4.19 (Agree), and 4.20-5.00 (Strongly Agree).

### **4.2.1 Employee welfare benefit scheme Practices of Action Against Hunger**

Respondents were asked to provide their opinion on what they thought the current employee welfare benefit scheme practice of Action Against Hunger looks like. The five-point Likert scale was used by the researcher to acquire a direct response from the respondents and the mean score and standard deviation are presented in **table 4-2**.

**Table 4- 2:** Employee welfare benefits scheme practice in Action Against Hunger (N=210)

<b>Employee welfare benefits scheme practice</b>	<b>Mean</b>	<b>Std. Deviation</b>
1. The organization provides annual leaves for its employees	4.67	0.713
2. The organization has a practice of providing sick leaves for its employees	4.68	0.683
3. The organization has a practice of providing relocation benefits when employees are transferred from one project site to another to facilitate faster settlement and hence reduce the stress of employees	3.62	1.189
4. The organization has a transportation benefit plan that eases the movement of staff to the office and back home	3.71	1.426
5. The organization has a practice of re-funding educational (tuition) fees for its employees which enables the employees to gain additional knowledge, skills, and expertise.	1.97	1.132
6. The organization has a practice of facilitating loans for its employees for household purchases and buying cars at favorable interest rates	4.09	1.238
<b>Average mean score and standard deviation</b>	<b>3.79</b>	<b>1.064</b>

**(Source: Survey Result, 2021)**

As it can be seen from the above table, Action Against Hunger has the practice of providing annual leaves for its employees (mean=4.67). This is in line with (Okumbe, 2010) who claimed that annual leave is a legal entitlement to an employee. The

organization has a practice of providing sick leaves for its employees (mean=4.68). Moreover, it has a practice of providing relocation benefits when employees are transferred from one project site to another to facilitate quick arrangement for the relocated staff and hence reduce the stress of employees (mean=3.62). This is in line with (Okumbe, 2010) who suggested that relocation assistance enables employees to meet their relocation costs during transfer which include transportation of household goods and temporary living and traveling expenses. It can also be extended to new employees to attract them to an organization.

The majority of the respondents also indicated that the organization has a transportation benefit plan that eases the movement of staff to the office and back home (mean=3.71). This is in line with (Fiore, 2009) who suggested that a qualified transportation benefit plan provides a tax-saving opportunity for both employers and employees. Transport benefits ease movement among the employees leading to job satisfaction and better job performance however, the considerable number of employees indicated that Action Against Hunger does not have a practice of re-funding educational (tuition) fees for its employees which enables the employees to gain additional knowledge, skills, and expertise(mean=1.97). This is contrary to (Okumbe, 2010) who claimed that the provision of education fee benefits gives workers satisfaction at the workplace and thus contributes well to employee job performance.

Finally, it was also a matter of concern to examine whether Action Against Hunger has a practice of facilitating mortgage service for its employees. To this end, the vast majority of respondents agreed that the organization facilitates loans for its employees for household purchases and buying cars at favorable interest rates (mean=4.09). This is in line with (Okumbe, 2010) who claimed that employees who get loan facilities to buy a house/cars would become satisfied and hence perform very well at their workplace.

When we also see the overall mean (mean=3.79), the score is above the cut-off point developed by Alfara (2009). Therefore, as per the responses obtained from the respondents and the result of the descriptive analysis, it can be concluded that the employee welfare benefits scheme in Action Against Hunger is properly practiced except

that the organization does not have a practice of re-funding educational (tuition) fees for its employees which enables the employees to gain additional knowledge, skills, and expertise which needs further improvement.

#### 4.2.2 Training and Development Practice

Respondents were also asked to give their opinion on what they thought the current training and development practice of Action Against Hunger looks like. The five-point Likert scale was used by the researcher to acquire a direct response from the respondents and the mean score and standard deviation are presented in **table 4-3**.

**Table 4- 3:** Training and Development Practice in Action Against Hunger (N=210)

<b>Training and Development Practice</b>	<b>Mean</b>	<b>Std. Deviation</b>
1. The organization has the practice to invest in employees in order to develop human capital required by the organization and to increase its stock of knowledge and skills	2.93	1.170
2. The organization has a practice of investing in people in order to improve their performance and make them use their natural abilities	3.16	1.112
<b>Average mean score and standard deviation</b>	<b>3.05</b>	<b>1.141</b>

(Source: Survey Result, 2021)

As it can be seen from the table, the majority of the respondents categorically indicated that the organization does not have the practice to invest in employees to develop the human capital required by the organization and to increase its stock of knowledge and skills (mean=2.93).

Moreover, a considerable number of respondents took a neutral position that the organization has a practice of investing in people to improve their performance and make them use their natural abilities (mean=3.16). This is in contrary to Armstrong (2006) who suggested that organizations provide training to its employees to achieve their objectives by adding value to the people it employs. Organizations invest in people to improve their performance and make them use their natural abilities. The purpose of training is to develop the competence of employees and to help employees to grow within the organization. Effective training can reduce learning costs, improve individual, quality and overall productivity, can attract people by providing training and development opportunities, develop a positive culture in the organization, and can increase employees' level of satisfaction.

When we also see the overall mean (mean=3.05), the score is less than the cut-off point developed by Alfarrar (2009). Therefore, as per the responses obtained from the respondents and the result of the descriptive analysis, it can be concluded that training and development in Action Against Hunger need improvement for the scheme to contribute to the job satisfaction of employees. The organization should invest in its employees in order to develop the human capital required by the organization and to increase its stock of knowledge and skills. It should inculcate to improve their performance and make them use their natural abilities.

#### **4.2.3 Safety and Health in the workplace**

The practice of safety and health in the workplace in Action Against Hunger was also assessed. **Table 4-4** presented below shows the results of the questionnaire on safety and health practices of Action Against Hunger.

As it can be seen from the table, the majority of the respondents agreed that the organization has safety and health management practices that foster safety, protection, and health objectives and hence reduce unnecessary costs (mean=3.79). However, respondents were not sure and had a neutral stand on the corporate wellness programs designed to promote the adoption of organizational practices and personal behavior

conducive to maintaining or improving employee physiological, mental, and social wellbeing (mean=3.31).

**Table 4- 4:** Safety and Health Practice in Action Against Hunger (N=210)

<b>Safety and Health in the workplace</b>	<b>Mean</b>	<b>Std. Deviation</b>
1. The organization has safety and health management practice that foster safety, protection, and health objectives and hence reduce unnecessary costs	3.79	.995
2. The organization has the practice of corporate wellness programs designed to promote the adoption of organizational practices and personal behavior conducive to maintaining or improving employee physiological, mental, and social wellbeing	3.31	1.138
3. The organization has a practice of providing medical insurance for its employees to keep the employees in good health and hence reduce absenteeism and helps greatly to retain employees in the organization.	4.30	.945
4. The organization has a practice of providing life insurance for its employees which helps in protecting employees against loss of income due to death, accident, or ill-health	4.23	.922
<b>Average mean score and standard deviation</b>	3.91	1.000

**(Source: Survey Result, 2021)**

The vast majority of the respondents agreed that Action Against Hunger has a practice of providing medical insurance for its employees to keep the employees in good health and hence reduce absenteeism and helps greatly to retain employees in the organization (mean=4.30). Finally, it has been reported that the organization has a practice of

providing life insurance for its employees which helps in protecting employees against loss of income due to death, accident, or ill-health (mean=4.23).

When we also see the overall mean (mean=3.91), the score is above the cut-off point developed by Alfarra (2009). Therefore, as per the responses obtained from the respondents and the result of the descriptive analysis, it can be concluded that employee safety and health in the workplace in Action Against Hunger is properly practiced except that the organization intermittently practices the corporate wellness programs designed to promote the adoption of organizational practices and personal behavior conducive to maintaining or improving employee physiological, mental, and social wellbeing.

#### 4.2.4 Gender Mainstreaming Practice

**Table 4-5** below reveals the respondent's opinion of what the gender mainstreaming practice of Action Against Hunger looks like.

**Table 4- 5:** Gender mainstreaming Practice of Action Against Hunger (N=210)

<b>Gender Mainstreaming Practice</b>	<b>Mean</b>	<b>Std. Deviation</b>
1. The organization has a practice of fostering gender equality and reduce the gender gap in the workplace	4.30	.719
2. The organization has a practice of empowering women in the workplace	4.06	.929
3. The organization has a practice of assigning women the leadership roles	4.13	.870
<b>Average mean score and standard deviation</b>	4.16	0.939

(Source: Survey Result, 2021)

As it can be seen from the table, the vast majority of the respondents agreed that the organization has a practice of fostering gender equality and reduce the gender gap in the workplace (mean=4.30); Action Against Hunger has a practice of empowering women in the workplace (mean=4.06) and that the organization has a practice of assigning women the leadership roles (mean=4.13).

When we also see the overall mean (mean=4.16), the score is above the cut-off point developed by Alfarra (2009). Therefore, as per the responses obtained from the respondents and the result of the descriptive analysis, it can be concluded that gender mainstreaming in Action Against Hunger is accurately practiced.

#### 4.2.5 Employee Job Performance

As a final inquiry of the independent variable, employees were asked to give a general opinion on what the current job performance in Action Against Hunger looks like. **Table 4-6** presented below shows the results of the questionnaire.

**Table 4- 6:** Employee job performance in Action Against Hunger (N=210)

<b>Employee Job Performance</b>	<b>Mean</b>	<b>Std. Deviation</b>
1. My performance is fairly assessed by my employer	3.99	1.009
2. I am clear about the performance targets set by the organization	4.27	.787
3. I always achieve my performance targets	4.19	.771
4. My performance is measured against my productivity	3.98	1.071
5. I maintain a high standard of work	4.34	.762
<b>Average mean score and standard deviation</b>	<b>4.15</b>	<b>0.880</b>

(Source: Survey Result, 2021)

As it can be seen from the table, the majority of the respondents agreed that their performances are fairly assessed by their supervisors (mean=3.99) and that they are clear

about the performance targets set by the organization (mean=4.27). Moreover, it has been reported that the employees always achieve their performance targets (mean=4.19); their performances are measured against their productivity (mean=3.98), and that they maintain a high standard of work (mean=4.34).

Also, the overall mean score (mean=4.15) is above the cut-off point developed by Alfarra (2009). Therefore, as per the responses obtained from the respondents and the result of the descriptive analysis, it can be concluded that employees are fairly assessed in Action Against Hunger.

### **4.3 Inferential analysis of the effect of employee welfare scheme on job performance.**

#### **4.3.1 Pearson's Correlation**

The relationship between factors (employee welfare schemes) that affect job performance was investigated using Pearson Correlation Analysis. This provides correlation coefficients that indicate the strength and direction of the relationship. The interpretation was made based on the following measurement scale intervals or range. 1 perfect, 0.8-0.9 very strong, 0.5-0.8 strong, 0.3-0.5 moderate, 0.1-0.3 modest, 0-0.1 weak, -1 perfect, -0.8 - -0.9 very strong, -0.5- -0.8 strong, -0.3 - -0.5 moderate, -0.1 - -0.3 modest, and 0 - 0.1 weak as illustrated by (McDaniel and Gates (2006).

#### **4.3.2. Correlation Analysis**

In this section, correlation analysis was conducted in light of each research question mentioned in Chapter One. The relationship between the four factors that affect job performance was investigated using Pearson Correlation Analysis. This provides correlation coefficients that indicated the strength and direction of the relationship.

##### **A. Coefficient of employee welfare benefits and its effect on job performance**

**Table 4-7** shows that there is a very strong correlation between employee welfare benefits and job performance ( $r=0.836$ ,  $p=0.000$ ,  $p<0.01$ ). As can be seen from the table, there is a very strong correlation between the two variables. Accordingly, it is convincing

to support the claim that employee welfare compensation schemes positively and significantly affect job performance in Action Against Hunger.

**Table 4- 7:** Correlation matrix of the effect of employee welfare scheme on job performance

<b>Correlations</b>						
		Job Performance	Employee Welfare benefits	Training and Development	Safety and Health in the workplace	Gender Mainstreaming
Employee Welfare benefits	Pearson Correlation	.836**	1	.568**	.713**	.427**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	210	210	210	210	210
Training and Development	Pearson Correlation	.751**	.568**	1	.330**	.557**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	210	210	210	210	210
Safety and Health in the work place	Pearson Correlation	.709**	.713**	.330**	1	.415**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	210	210	210	210	210
Gender Mainstreaming	Pearson Correlation	.671**	.427**	.557**	.415**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	210	210	210	210	210

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

**Source: Survey Result (2021)**

**B. Coefficient of training and development and its effect on job performance**

Table 4-7 shows that there is a strong correlation between training and development and job performance ( $r=0.751$ ,  $p=0.000$ ,  $p<0.01$ ). From this, it can be concluded that training and development positively affect job performance in Action Against Hunger.

This is in line with Abbas and Yaqoob (2009) who noted that training and development are designed to skill employees so they can perform well. This can be done by formally developing Training and Development programs or informally through on-job training. Insufficiency in knowledge and skills may result in conflict with organizational goal achievement and eventually affect organizational performance. The authors concluded that training and development influence employee performance.

#### **C. Coefficient of safety and health in the workplace and job performance**

Table 4-7 also shows that there is a strong correlation between safety and health in the workplace and job performance ( $r=0.709$ ,  $p=0.000$ ,  $p<0.01$ ). From this, it can be concluded that effective safety and health in the workplace improve or maintain better job performance and its absence significantly affects job performance. This is in line with Allender, Colquhoun, and Kelley (2011) who claimed that workplace health leads to job satisfaction and improved job performance.

#### **D. Coefficient of gender mainstreaming and its effect on job performance**

As it can be seen from 4-7, there is a strong correlation that genders mainstreaming and job performance ( $r=0.671$ ,  $p=0.000$ ,  $p<0.01$ ). This implies that effective gender mainstreaming practice in the workplace leads to effective job performance. In other words, gender mainstreaming practice positively affects job performance in Action Against Hunger. This is in line with a study was conducted by Soumya and Panchanathan (2011) on the antecedents of women's job performance and the pay and promotion aspect of job characteristics was found to be the most impacting factor deciding the job performance of female employees. Equal pay between men and women equated their status in the organization conferring them a source of empowerment. Apart from equal pay, the organizational aspect, which included an emotional attachment and feeling of pride, acts as the second most important determiner of female employee job satisfaction and performance.

### **4.3.3 Multiple Linear Regression Analysis**

Multiple regression analysis was conducted to examine factors that affect job performance (employee welfare benefits scheme, training and development, safety and

health in the workplace, and gender mainstreaming). It is selected because it helps to predict the linear relationship between the dependent variable and the independent variables. The researcher tested the hypotheses of the research using regression analyses as this technique was considered most appropriate.

#### 4.3.3.1 Multi Collinearity Test

Multi collinearity test was conducted to check whether the assumptions for regression analysis are met or not. According to Mendard, (1995), Tolerance should be more than 0.2 and VIF (Variance Inflation Factor) should be less than 10 (Myers, 1990).

The result in **table-4-8** below shows that the collinearity between independent variables has no serious problem since the value of tolerance for all independent variables is greater than 0.2 and all VIF is less than ten (VIF<10). Therefore, the assumption for regression analysis is met.

**Table 4- 8: Multi Collinearity Test of independent variables**

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Employee welfare benefits	.365	2.737
	Training and Development	.526	1.899
	Safety and Health in the workplace	.451	2.218
	Gender Mainstreaming	.628	1.593
a. Dependent Variable: Job performance			

**Source: Survey Result (2021)**

### 4.3.3.2 Stepwise Multiple Regression Analysis: ANOVA

**Table 4- 9:** Stepwise Multiple Regression Analysis: ANOVA

**ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	67.181	4	16.795	393.037	.000 <sup>b</sup>
Residual	8.760	205	.043		
Total	75.941	209			

a. Dependent Variable: Job performance

b. Predictors: (Constant), Gender mainstreaming, Safety and health in the workplace, Training and development, Employee welfare benefits

**(Source: Survey Result, 2021)**

As it can be seen from table 4-9 above, the significant value (p-value) is 0.000, which is less than 0.05. If the F ratio is large and probability is less than 0.05 then it is termed as statistically significant (Saunders, 2012). Thus, the F-statistic of each independent variable is 393.037, which is large and thus the model is overall good fit and significant at  $p < 0.05$ .

Furthermore, Table 4-10 below shows the model summary of the regression analysis and it reveals that there is a significant overall contribution of the four factors on job performance.

**Table 4- 10:** Stepwise Multiple Regression Analysis: Results of Model Summary

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.941 <sup>a</sup>	.885	.882	.20672

a. Predictors: (Constant), Gender mainstreaming, Safety and health in the workplace, Training and development, Employee welfare benefits

**(Source: Survey Result, 2021)**

As it can be seen from the table above, the R<sup>2</sup> value is 0.885. This indicates that 88.5% of the independent variables (Gender mainstreaming, Safety and health in the workplace, Training and development, Employee welfare compensation) contributed to overall job performance in Action Against Hunger. In other words, 88.5% of the total variance of the job performance in Action Against Hunger is explained by Gender mainstreaming, Safety and health in the workplace, Training, and development, employee welfare benefits.

**4.3.3.3 Stepwise Multiple Regression Analysis: Results of Coefficient**

The table below shows that the Beta coefficient for employee welfare benefits is 0.396 ( $\beta=0.396$ ); training and development are 0.324 ( $\beta= 0.324$ ); safety and health in the workplace are 0.222 ( $\beta=0.222$ ) and gender mainstreaming is 0.229 ( $\beta= 0.229$ ).

As it can be seen from the below table, all the independent variables have a linear relationship with the dependent variable (job performance). The standardized coefficient Beta value shows the sequence of the contribution of individual independent variables on job performance.

**Table 4- 11:** Stepwise Multiple Regression Analysis: Results of Coefficient

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.410	.107		3.846	.000
	Employee welfare benefits	.215	.021	.396	10.096	.000
	Training and Development	.280	.028	.324	9.901	.000
	Safety and Health in the work place	.170	.027	.222	6.282	.000
	Gender Mainstreaming	.193	.025	.229	7.657	.000
a. Dependent Variable: Job Performance						

(Source: Survey Result, 2021)

This demonstrates that the employee welfare compensation scheme ( $\beta=0.396$ ) is the dominant factor affecting job performance in Action Against Hunger followed by training and development ( $\beta=0.324$ ).

#### 4.3.3.4. Hypothesis Testing

Hypothesis testing was carried out based on the results of the regression analysis. By looking at the Sig.-value in Table 4-11, interpretation was made whether the independent variable has a significant effect on the dependent variables. As the rules of thumb, if  $p\text{-value} \leq 0.05$ ,  $H_0$  will be rejected, and conversely, if  $\text{Sig.} \geq .05$ ,  $H_0$  will not be rejected (Accepted). An alternative hypothesis is supported when the Sig. value is smaller than 0.05, and a null hypothesis is not rejected when the Sig. value is larger than 0.05. Beta coefficients were used to evaluate the effect of each independent variable on the

dependent variable. Therefore, interpretation by comparing Sig and beta estimates is done for each hypothesis.

***H<sub>1:1</sub>** Employee welfare benefits positively and significantly affect job performance.*

***H<sub>0:1</sub>** Employee welfare benefits have no positive and significant effect on job performance.*

The results of multiple regressions, as presented in table 4-11 above reveals that employee welfare benefits have a positive and significant effect on job performance with a  $\beta$  value ( $\beta = .396$ ), at a 95% confidence level ( $p < 0.05$ ). Therefore, the null hypothesis is rejected the alternative hypothesis that states that employee welfare benefits have a positive and significant effect on job performance are accepted.

***H<sub>1:2</sub>** Training and Development positively and significantly affects job performance*

***H<sub>0:2</sub>** Training and Development has no positive and significant effect on job performance.*

The results of multiple regressions, as presented in table 4-11 above, shows that training and development has a positive and significant effect on job performance with a  $\beta$  value ( $\beta = .321$ ), at a 95% confidence level ( $p < 0.05$ ). Therefore, the null hypothesis is rejected the alternative hypothesis that states that training and development has a positive and significant effect on job performance are accepted.

***H<sub>1:3</sub>** Safety and Health at the workplace positively and significantly affect job performance*

***H<sub>0:3</sub>** Safety and health at the workplace have no positive and significant effect on job performance.*

The results of multiple regressions, as presented in table 4-11 above show that safety and health at the workplace have a positive and significant effect on job performance with a  $\beta$  value ( $\beta = .222$ ), at a 95% confidence level ( $p < 0.05$ ). Therefore, the null hypothesis is

rejected the alternative hypothesis that states that safety and health at the workplace have a positive and significant effect on job performance are accepted.

*H<sub>1:4</sub>: Gender Mainstreaming positively and significantly affects job performance*

*H<sub>0:4</sub>: Gender Mainstreaming has no positive and significant effect on job performance.*

The results of multiple regressions, as presented in table 4-11 above reveals that gender mainstreaming has a positive and significant effect on job performance with a  $\beta$  value ( $\beta = .229$ ), at a 95% confidence level ( $p < 0.05$ ). Therefore, the null hypothesis is rejected the alternative hypothesis that states that gender mainstreaming has a positive and significant effect on job performance are accepted.

**Table 4- 12:** Summary of Hypothesis Testing Results

Hypothesis	Method	Result	
1. Employee welfare benefits positively and significantly affect job performance	Regression	Accepted	P<0.05
2. Training and Development positively and significantly affects job performance	Regression	Accepted	P<0.05
3. Safety and Health at the workplace positively and significantly affect job performance	Regression	Accepted	P<0.05
4. Gender Mainstreaming positively and significantly affects job performance	Regression	Accepted	P<0.05

(Source: Survey Result, 2021)

## CHAPTER FIVE

### SUMMARY, CONCLUSION, AND RECOMMENDATION

This chapter deals with a summary of the findings, conclusions, and recommendations. The main purpose of the study was to investigate the effects of employee welfare schemes on employee job performance: a case study of Action Against Hunger, Ethiopia Mission. To achieve the objective, relevant literature was reviewed and quantitative data collected through questionnaires were presented, analyzed, discussed, and interpreted. Thus, based on the analysis, the following summary of the finding was obtained, conclusions drawn, and recommendations are forwarded.

#### 5.1. Summary of the findings

- **Employee Welfare Benefit Scheme:** The study found that Action Against Hunger has the practices of providing annual leaves for its employees (mean=4.67); providing sick leaves for its employees (mean=4.68); providing relocation benefits when employees are transferred from one project site to another to facilitate faster settlement and hence reduce the stress of employees (mean=3.62). It was also indicated that the organization has a transportation benefit plan that eases the movement of staff to the office and back home (mean=3.71). However, the considerable number of employees indicated that Action Against Hunger does not have a practice of re-funding educational (tuition) fees for its employees which enables the employees to gain additional knowledge, skills, and expertise(mean=1.97). The organization facilitates loans for its employees for household purchases and buying cars at favorable interest rates (mean=4.09).
- **Training and Development:** The study found that the organization does not have the practice to invest in employees in order to develop the human capital

required by the organization and to increase its stock of knowledge and skills (mean=2.93). Moreover, respondents took a neutral position that the organization has a practice of investing in people in order to improve their performance and make them use their natural abilities (mean=3.16).

- **Safety and Health in the Workplace:** The study revealed that Action Against Hunger has safety and health management practices that foster safety, protection, and health objectives and hence reduce unnecessary costs(mean=3.79). However, the organization rarely practices corporate wellness programs designed to promote the adoption of organizational practices and personal behavior conducive to maintaining or improving employee physiological, mental, and social wellbeing (mean=3.31). It was also indicated that the organization has a practice of providing medical insurance for its employees to keep the employees in good health and hence reduce absenteeism and helps greatly to retain employees in the organization (mean=4.30). Finally, it has been reported that the organization has a practice of providing life insurance for its employees which helps in protecting employees against loss of income due to death, accident, or ill-health (mean=4.23).
- **Gender Mainstreaming:** The study found that the organization has a practice of fostering gender equality and reduce the gender gap in the workplace (mean=4.30); Action Against Hunger has a practice of empowering women in the workplace (mean=4.06) and that the organization has a practice of assigning women the leadership roles (mean=4.13).
- The correlation result shows that there is a positive and significant relationship between Employee welfare benefits, training and development, safety and health and gender mainstreaming ( $r=.836^{**}$ ,  $p<0.01$ ,  $r=.751^{**}$ ,  $p<0.01$ ,  $r=.709^{**}$ ,  $p<0.01$ , and  $r=.671^{**}$ ,  $p<0.01$ ) respectively. The finding further indicates that the highest relationship is found between employee welfare benefits and job performance ( $r = .836^{**}$  and  $P < 0.01$ ).
- With reference to the regression result, the findings show that employee welfare benefits significantly explain the variation in job performance with  $\beta=0.396$ ;

training and development significantly explain the variation in job performance  $\beta=0.324$ ; safety and health significantly explain the variation in job performance.

With  $\beta=0.222$  and gender mainstreaming significantly explains the variation in job performance with  $\beta=0.229$ .

- Overall, results revealed that all independent variables accounted for 88.5% of the variance in job performance ( $R^2 = 0.885$ ). Thus, 88.5% of the variation in job performance can be explained by the employee welfare benefits, training and development, safety and health, and gender mainstreaming and other unexplored factors account for about 11.5%.

## **5.2 Conclusion**

In light of the descriptive and inferential analysis of the effects of employee welfare schemes on job performance in Action Against Hunger, the following conclusions have been drawn.

- As per the result of the descriptive analysis, the employee welfare benefits scheme in Action Against Hunger are properly practiced except that the organization does not have a practice of re-funding education (tuition) fees for its employees which enables the employees to gain additional knowledge, skills, and expertise; training and development in Action Against Hunger is not accurately experienced and it is observed that the organization has an e-learning platform and infrequently practice on the job and off the job training and development plans; employee safety and health in the workplace in Action Against Hunger is properly practiced except that the organization rarely practices the corporate wellness programs designed to promote the adoption of organizational practices and personal behavior conducive to maintaining or improving employee physiological, mental, and social wellbeing and finally gender mainstreaming in Action Against Hunger is properly maintained, and the organization is executing sound, practical, useful gender and social analysis that can assist the staff with

understanding women's, men's, requirements and needs, considering the responsibilities and social framework they work inside, to configuration programs that have a higher effect and more compelling..

- The research has also achieved its objectives and has shown that all the four variables studied under the effect of employee welfare scheme have a positive and significant effect on the job performance of Action Against Hunger. However, in this study, employee welfare benefits ( $\beta=0.396$ ) is considered as the dominant component of employee welfare scheme that affects job performance in Action Against Hunger and it has a strong relationship with employee job performance( $r=0.396$ ,  $p=0.000$ ) which should be given due attention by the organization.
- As per the inferential statistics result, it can be concluded that the employee welfare scheme has a positive and significant effect on the job performance of Action Against Hunger.

### **5.3. Recommendations**

- It is recommended that Action Against Hunger should explore a mechanism of supporting its employee to access training opportunities with reputable institutions to gain additional knowledge, skills, and expertise through an approach such as subsidizing tuition fees; partnering with academic institutions, and providing online platforms that bring these institutions closer to the field teams. Provision of education fee benefits gives workers satisfaction at the workplace and thus contributes well to employee job performance (Okumbe, 2010).
- Action Against Hunger needs improvement on the training and development scheme to contribute to the job satisfaction of employees. The organization should invest in its employees to develop the human capital required by the organization and to increase its stock of knowledge and skills; it should invest in people to improve their performance and make them use their natural abilities. Within the aid sector, transfer of expertise from international staff to locally hired field staff

and hiring of local staff with international experience, as well as job-shadowing by newly hired staff can work effectively to enhance on-job training.

- The organization is advised to practice the corporate wellness programs designed to promote the adoption of organizational practices and personal behavior conducive to maintaining or improving employee physiological, mental, and social wellbeing. Use of counseling services outsourced from professional firms or directing internal resources from specialized program teams to expand and improve

Counseling services to employees could be further leveraged to enhance staff wellbeing, given the complex operating environment and the demand on employees to work under extenuating circumstances.

- Overall, it can be understood from the regression analysis result that employee welfare benefits are critical and more affect job performance in Action Against Hunger. Therefore, Action Against Hunger and other humanitarian organizations are advised to emphasize more on these factors and should be able to improve employee job performance. The study has established that Action Against Hunger has these existing welfare benefits such as leaves, relocation benefits, and transportation allowance among others. These benefits need to be maintained as they are deemed essential by employees and should be further adapted to effectively boost job performance.
- To more readily uphold staff wellbeing, a keen arrangement should be delineated and followed. Further, supporting staff wellness at Action Against Hunger should work out in a good way beyond improving measures encompassing psychosocial support. This is a vital endeavor and it is firmly suggested that Action Against Hunger embrace more far-reaching measures, to deal with staff welfare programs that start by reviewing the current welfare scheme.

#### **5.4 Further Research Directions**

This study was to examine the effects of employee welfare schemes on employee job performance in humanitarian organizations in the Ethiopian context. Thus, this study provides suggestions for future researchers to investigate the effects of employee welfare

schemes on employee job performance in other similar humanitarian organizations and validate if similar research findings can be found.

## **5.5 Contribution**

This study will have important academic implications for Human Resources management. From the point of view of strategic management research, Human Resources sector practices can adopt this view to develop inimitable core competencies, tactics, knowledge, and dynamic capabilities in an organization to fairly deploy the welfare system.

Humanitarian organizations will also understand that implementing an adequate welfare scheme is important because it is an investment in one's employees that will ultimately result in a stronger and more effective performance. It is clear from this that organization that develops their employees are strengthening their assets and making their workforce even more valuable.

For students and professionals, this study will contribute a profound knowledge regarding the variables that humanitarian organizations should oversee to alter and have a clear understanding of the theoretical and empirical aspects of the practical world.

In general, the readers will gain a vibrant acquaintance about welfare schemes in a humanitarian context.

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## **APPENDIX A: QUESTIONNAIRE**

**ADDIS ABAB UNIVERSITY, SCHOOL OF COMMERCE**

**DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**

**GRADUATE STUDIES**

**Dear respondent,**

The purpose of this questionnaire is to gather information about **the Effects of Welfare schemes on Job Performance, the case of Action Against Hunger, Ethiopia Mission.** Data will be utilized as the primary source in the study which I am conducting as partial fulfillment of the requirement for the successful completion of an MA in Human Resource Management. Please spare a few minutes of your time and respond to the questionnaires below as honestly. The information provided by you will be used only for academic purposes and will be treated as private and confidential. Your genuine and timely responses are quite vital to determine the success of this study. So, I kindly request your contribution in filling the questionnaire below.

**Instruction:**

- No need of writing your name.
- Kindly answer the following questions by ticking the appropriate box or provide your answer or suggestion /comments whenever appropriate.
- Please respond as accurately as possible and at your earliest possible time

**Thank you for your commitment and cooperation in advance!!!**

**Section A: Demographic Characteristics of Respondents**

1. **Gender:** A. Male  B. Female
2. **Age:** A. 18-24  B. 25-35  C. 36-45   
 D. 46-55  E. 56 and above
3. **Educational level:** A. Below Diploma  B. Diploma  C. BA/BSC   
 D. MA/MSc  E. Other (Please specify) \_\_\_\_\_
4. **Year of Experience:** A. Less than 1 year   
 B. 1-3 Years   
 C. 3-5 Years   
 D. Above 5 years
4. **Work Unit/Department:** A. Support  B. Program

**Section B:** Employee Welfare practices in Action Against Hunger, Ethiopia Mission.

This section contains 15 statements related to Employee Welfare practices of Action Against Hunger. (Please tick (√) the box which you think is appropriate. The five points Likert Scale (1-5) shows different states of agreement in which: **1: Strongly Disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly Agree.**

SN	Statements	Rating				
		1(SD)	2(D)	3(N)	4(A)	5(SA)
1	The organization provides annual leaves for its employees	)	)	)	)	)
2	The organization has a practice of providing sick leaves for its employees					

3	The organization has a practice of providing relocation benefits when employees are transferred from one project site to another to facilitate faster settlement and hence reduce the stress of employees					
4	The organization has a transportation benefit plan that eases the movement of staff to the office and back home					
5	The organization has a practice of refunding educational (tuition) fees for its employees which enables the employees to gain additional knowledge, skills, and					
6	expertise. The organization has a practice of facilitating loans for its employees for household purchases and buying cars at favorable interest rates					
<b>(B)</b>	<b>Training and Development</b>	<b>1(SD</b>	<b>2(D</b>	<b>3(N</b>	<b>4(A</b>	<b>5(SA</b>
1	The organization has the practice to invest in employees in order to develop human capital required by the organization and to increase its stock of knowledge and skills	)	)	)	)	)
2	The organization has a practice of investing in people in order to improve their performance and make them use their					
<b>(C)</b>	<b>Safety and Health in the workplace</b>	<b>1(SD</b>	<b>2(D</b>	<b>3(N</b>	<b>4(A</b>	<b>5(SA</b>
1	The organization has safety and health management practice that foster safety, protection, and health objectives and hence reduce unnecessary costs	)	)	)	)	)

2	The organization has the practice of corporate wellness programs designed to promote the adoption of organizational practices and personal behavior conducive to maintaining or improving employee physiological, mental, and social wellbeing					
3	The organization has a practice of providing medical insurance for its employees to keep the employees in good health and hence reduce absenteeism and helps greatly to retain employees in the					
4	organization. The organization has a practice of providing life insurance for its employees which helps in protecting employees against loss of income due to death,					
(D	accident, or ill-health <b>Gender Mainstreaming</b>	<b>1(SD</b>	<b>2(D</b>	<b>3(N</b>	<b>4(A</b>	<b>5(SA</b>
1	The organization has a practice of fostering gender equality and reduce the gender gap in the workplace	)	)	)	)	)
2	The organization has a practice of empowering women in the workplace					
3	The organization has a practice of assigning women the leadership roles					

**Section C:** Questionnaire for employees’ opinion survey regarding the employee welfare schemes and their effect on job performance

This section contains 19 statements related to employee welfare schemes and their effect on job performance in Action Against Hunger, Ethiopia Mission. (Please tick (√) the box which

you think is appropriate. The five points Likert Scale (1-5) shows different states of agreement in which: **1: Strongly Disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly Agree.**

SN	Statements	Rating				
	<b>(1) Employee welfare compensation schemes</b>					
1	Provision of Annual Leave affects employee job performance because leaves give the employees a sign of satisfaction as they feel appreciated and valued by the employer					
2	The provision of sick leaves affects employee job performance as employees are motivated fully when their needs are met.					
3	Relocation benefits affect employee job performance because offering the benefits facilitate faster settlement for the employees thereby reducing stress to individuals.					
4	A qualified transportation benefit plan affects employee job performance as the transport benefits ease movement among the employees leading to job satisfaction and better job performance.					
5	Educational fees benefit program refunds employee's money spent on their tuition and enable the employees to gain additional knowledge, skills, and expertise and then enhance organizational productivity.					
6	Employees who get loan facility to buy house/car would become satisfied and hence perform very well at their workplace.					
	<b>(2) Training and development</b>	<b>1(SD</b>	<b>2(D</b>	<b>3(N</b>	<b>4(A</b>	<b>5(SA</b>
1	Effective training and development reduces the learning costs of employees	)	)	)	)	)
2	Effective training and development improves overall productivity and performance					
3	Effective training develop a positive culture in the organization					

4	Employee training and development increases employee's involvement in decision-making and provides greater visibility and exposure to information.					
5	Training and development sharpens the skills of the employees giving them confidence in the work they do					
	<b>(3) Safety and health in the work place:</b>	<b>1(SD</b>	<b>2(D</b>	<b>3(N</b>	<b>4(A</b>	<b>5(SA</b>
1	Good health and safety systems enable organizations to attract and retain competent career personnel and it encourages all employees to work enthusiastically towards the efficient and effective achievement of organizational goals.	)	)	)	)	)
2	Employee wellness programs are designed and applied to promote organizational health and generally drive employees to a high level of performance.					
3	Medical insurance helps organizations to motivate their employees and keep their morale high so as to retain them for a longer duration					
4	Life Insurance helps in protecting employees against loss of income due to death, accident, or ill-health and hence affect employee job performance					
	<b>(4) Gender Mainstreaming</b>	<b>1(SD</b>	<b>2(D</b>	<b>3(N</b>	<b>4(A</b>	<b>5(SA</b>
1	Fostering gender equality in the workplace improves overall productivity and employee job performance	)	)	)	)	)
2	Empowering women in the workplace increase overall employee job performance					
3	Encouraging women in leadership role increases employee job performance					
4	Women participation in the workplace increases the overall job performance of employees					

**Section D: Questionnaire for employees' general Opinion survey regarding the employee welfare schemes and job performance**

This section contains 5 general statements related to welfare schemes and employee job performance. (Please tick (√) the box which you think is appropriate. The five points Likert Scale (1-5) shows different states of agreement in which: **1: Strongly Disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly Agree.**

S N	Statements	Rating				
		1(SD)	2(D)	3(N)	4(A)	5(SA)
1	My performance is fairly assessed by my employer	)	)	)	)	)
2	I am clear about the performance targets set by the organization					
3	I always achieve my performance targets					
4	My performance is measured against my productivity					
5	I maintain a high standard of work					

**\*\*\*\*\*Thank you for your cooperation\*\*\*\*\***