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ABSTRACT

The general objective of the study was to explore the effect of employee welfare programs on employee job satisfaction in the public sector in Kenya, a case of Nairobi City Water and Sewerage Company Limited. The specific objectives of the study were to establish the effect of bonus, flexible working hours, insurance cover and employee assistance programs on employee welfare programs on employee job satisfaction in the public sector in Kenya. The beneficiaries of the study were the management of Nairobi City Water and Sewerage Company Limited, management of other public and private organizations and other researchers. The study was guided by Two Factor Theory (Herzberg's Motivation-Hygiene theory), Locke's Value Theory and Maslow's Needs Hierarchy Theory. The study employed descriptive research design. The target population was 102 employees of Nairobi City Water and Sewerage Company. Stratified random sampling method was used in the study. Questionnaires containing close-ended questions were administered to the respondents by the researcher. Correlation Coefficient was calculated using Statistical Package for Social Scientists (SPSS). Quantitative analysis involved use of tables, frequencies and percentage. Inferential statistics such as correlation analysis and regression analysis were used to establish the relationship between the independent and the dependent variable. Results revealed that all the employee welfare programs dimensions had a positive and significant relationship with employee job satisfaction. However, the magnitude of the influence was different for the specific employee welfare programs dimensions. The study recommended that the management is mandated to increase and plan for effective bonus to enhance employee job satisfaction. The study recommended that there is need to enhance flexible working which is a key and therefore, part time programs offered in the organization increases employee satisfaction and productivity. It was also ascertained that insurance cover applied in the organization caters for medical matters and retirement. Finally, the study recommended that employee assistance programs should be embraced to enable employees release fatigue and boredom.

Key Words: Bonus, Flexible Working, Insurance Cover, Employee Programs

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INTRODUCTION

Employee job satisfaction is psychological state of how an individual feels towards work, in other words, it is people's feelings and attitudes about variety of intrinsic and extrinsic elements towards jobs and the organizations they perform their jobs in. The elements of employee job satisfaction are related to pay, promotion, benefits, work nature, supervision, and relationship with colleagues (Latham, 2015). Employee's satisfaction is considered as all-around module of an organization's human resource strategies. According to Stovall (2016) Employee job satisfaction means a function which is positively related to the degree to which one's personal needs are fulfilled in the job situation. Watson (2014) argues that employees are the most satisfied and highly productive when their job offers them security from economic strain, recognition of their effort, clear policy of grievance, opportunity to contribute ideas and suggestions, participation in decision making and managing the affairs, clear definitions of duties and responsibilities and opportunities for promotion, fringe benefits, sound payment structure, incentive plans and profit sharing activities, health and safety measures, social security, employee assistance program, communication, communication system and finally, atmosphere of mutual trust respect (Watson, 2014).

Globally, a study conducted by Masood, Qurat-Ul-Ain, Aslam and Rizwan (2014) on the factors influencing employee satisfaction of the public and private sector organizations of Pakistan. The findings of the study revealed a significant relationship between working conditions, training and development, job safety and security, employee empowerment and employee satisfaction and job Performance. The study further showed a significant negative relationship with employee turnover intention.

In Nigeria, Okfulan (2016) use of employee welfare programs in the public sector has been highlighted as one of the key contributors to employee

satisfaction among employees in the public sector. In this regard, the employee satisfaction has become paramount in the management of human resources. The attitude of managers in managing employees need a dynamic shift to be able to accommodate the 21st employee who has options when he/she feels dissatisfied at the place of work. Occupational pension schemes amongst other employee benefits offered by the employer have an objective of attracting and retaining high quality people by helping to maintain competitive levels of total remuneration (Sin and Verba, 2014).

In Kenya, a study by Otieno (2016) concluded that psychological contract had a greater influence on employee satisfaction followed by work motivation to a small extent and finally, employee welfare to very little extent at Postal Corporation of Kenya. Another study by Mbombua (2015) identified that apart from promotion and remuneration, work environment, training and development are most important perceived factors influencing job satisfaction at Energy Regulatory Commission of Kenya

Nairobi City Water and Sewerage Company came into being in 2004 as a result of water sector reforms aimed at streamlining the provision of water within Nairobi and its surroundings. It was founded in December 2003 under the company's act CAP 486 of the laws of Kenya as a private limited company to streamline revenue collection operations to expand current water and sewerage system to ensure access to clean water and sewerage system before it was privatized by Nairobi City Council. NCWSC is a water service provider providing water to Nairobi and its environs under a license issued by Athi Water Service board that ensures adequate and quality water and sewerage infrastructure. Vision Statement: Satisfaction of all our customers with water and sewerage services". Mission Statement-Provide sustainable water and sewerage services that exceed customer needs" Core Values (TRIIP)-Customer focus, Integrity, Empowerment, Creativity and Innovation, Teamwork and Effective communication.

Problem Statement

Several studies have been carried out on the employee welfare programs and employee job satisfaction. Cascio (2016) conducted a study and sought to examine the effects of fringe benefits on rate of quitting in addition to the effects of wages in Turkey commercial banks, majority of the employees were satisfied, while some of them were not satisfied with their job. Meyer (2016) conducted a study on employee benefits and employee job satisfaction in Nigerian oil corporation. He established in his research that satisfied workers provide better customer service. Satisfied employees increase customer satisfaction because they are more friendly, upbeat, and responsive; they are less likely to turnover, which helps build long-term customer relationships. Musyoki (2015) studied on the relationship between wellness programs and employee job satisfaction at Kenya Commercial Bank. He established that the programs boosted employees' satisfaction levels. Most of the public organizations in Kenya rarely provide overall competitive packages of employee welfare programmes to its employees due to poor HR policies, which results in high rate of staff turnover, low workplace productivity and affect the overall efficiency and performance of the public service (Kamau, 2013). Nairobi City Water and Sewerage Company is not exceptional to these predicaments (Ongaki & Otundo, 2015).

From the above review of studies, limited studies have examined the effects of employee welfare programs on employee job satisfaction in the public sector in Kenya with specific reference to the water and sanitation sector. This constitutes a knowledge gap which justifies the need for further research. Therefore, this study will seek to bridge this knowledge gap by conducting a study on the effects of employee welfare programs on employee job satisfaction at Nairobi City Water and Sewerage Company.

Objectives of the Study

The main objective of the study was to determine the effect of employee welfare programs on

employee job satisfaction in Nairobi City Water and Sewerage Company. The study was guided by the following specific objectives;

- To determine the effect of bonus on employee job satisfaction at Nairobi City Water and Sewerage Company.
- To establish the effect of flexible working hours on employee job satisfaction at Nairobi City Water and Sewerage Company.
- To examine the effect of insurance cover on employee job satisfaction at Nairobi City Water and Sewerage Company.
- To assess the effect of employee assistance programs on employee job satisfaction at Nairobi City Water and Sewerage Company.

LITERATURE REVIEW

Theoretical Framework

Two Factor Theory (Herzberg's Motivation-Hygiene theory)

The Two-factor theory by Fredrick Herzberg (1959) is also referred to as the motivator hygiene theory, and has its exploration based on employee satisfaction in organizations. The theory postulates that hygiene and motivational factors are responsible for satisfaction and discontentment. Factors for motivation are those aspects on job that lead people in focusing on performance in their work, and also give people the performance standards that are expected in an organization. Factors for motivation are those well thought-out to have a direct relationship with the work done. The factors are inclusive of working atmosphere aspect, for instance, supervisory practices for pay, policies of a company and other working conditions. Motivators, on the other hand, create satisfaction by fulfilling individuals' needs for meaning and personal growth. They are issues such as employee assistance programs, the work life and advancement. Once these hygiene areas are addressed, said Herzberg, the motivators will promote employee job satisfaction and encourage production.

Locke's Value Theory

According to this theory Victor and Vroom (1876), the impact of the various factors of employee job satisfaction can be determined. In this aspect, if an organization knows the value placed on each factor, the greater the shift in satisfaction changes that will be produced. This theory also advocates that if too much value is placed on a particular factor, stronger feelings of dissatisfaction will occur. Locke's theory is therefore multifaceted and greatly specific for each individual. This can be illustrated in the following example: Two employees that perform the same task at the same place of work may experience the same level of satisfaction but in totally different ways. The one employee may be strongly influenced by the physical aspects of the job whilst the other employee may be influenced by the challenge and variation inherent in the job (Locke & Neumark, 1876). In contrast, Baron and Greenberg (2016) argue that although Locke's Theory has not been extensively researched, a great amount of emphasis placed on values alludes that employee job satisfaction may rise from factors. Most employees are proud of their various jobs when they are provided with flexible working hours (Onukwube, 2012) because they are satisfied. In fact, employees show the high degree of employee job satisfaction and low turnover intention, when the characteristics of their place of work satisfied their need (Bright, 2013). Employee job satisfaction has been defined in different ways or perspectives (Locke, 1976). This theory as well is significant to this study as it is essential to guide in determining the factors that contribute towards the varying degrees of job satisfaction.

Maslow's Needs Hierarchy Theory

Although commonly known in the human motivation literature, Maslow's needs hierarchy theory (1943) was one of the first theories to examine the important contributors to job satisfaction. The theory suggests that human needs form a five-level hierarchy consisting of: physiological needs, safety, belongingness/love, esteem, and self-actualization (Maslow, 1943).

Maslow's hierarchy of needs postulates that there are essential needs that need to be met first (such as, physiological needs and safety), before more complex needs can be met (such as, belonging and esteem). A person beginning their career will be very concerned with physiological needs such as adequate wages, flexible working hours, stable income and security needs such as benefits and a safe work environment. Employees whose lowest level needs have not been met will make job decisions based on employee assistance program, safety, or stability concerns. Also, employees will revert to satisfying their lowest level needs when these needs are no longer met or are threatened (such as during an economic downturn).

Empirical Literature Review

Tetteh & Annor (2016) conducted a study on employee benefits hospitality industry in Ghana and found that personal development programs, information on job vacancies, learning opportunities, and retirement programs immensely affect levels of job satisfaction. Olana (2018) who studied pharmaceutical companies in India explained that employee welfare schemes such as training, recreations, health schemes, subsidized loans, staff canteen, staff houses, and safety have a substantial relationship with job gratification. A study done in South Africa on primary healthcare nurses by Munck (2017) identified employee welfare practices as key factors contributing to job satisfaction. Specific facets analysed by the study included pay, supervision and work environment. It was found that work-life balance is a critical component affecting both inherent and external aspects of job fulfillment.

Edward (2017) investigated the role of employee bonus on employee job satisfaction. The objectives of the study were to determine whether bonus practices in Accra Brewery Limited benefit the employees, to establish the motivational programmes employed by Accra Brewery Limited to retain its employees and to ascertain if employee bonus has a relationship with job satisfaction in Accra Brewery. This study looked at the bonus

practices in Accra Brewery Limited (ABL) from the point of view of its employees and what role bonus plays in their job performance. A sample population of thirty employees comprising of senior and junior level staff in the various departments was used. Eight out of the thirty employees representing 26.67% were satisfied with the retention practices of ABL. The study confirmed that lack of bonus, work-life balance, lack of rewards and recognition and salary and remuneration were more common reasons for departure among all employees. The findings were that feedback on employee job satisfaction is vital to building confidence in the bonus practices of the Brewery. In addition, employee value proposition as enshrined in the vision statement of the Brewery must be upheld while management should be flexible in terms of bonus strategies.

Wattles and Harris (2015) investigated the impact of flexible working arrangements on the companies. Flexible working is different from the regular working pattern of employees. Organizations are focusing to become flexible in the work timing to enable the employees to meet up their daily family challenges. This support by the employer is helping to create a trustworthy and better retained employee. The author made an attempt to examine the positive impact of workplace flexibility on organization and employee's satisfaction. The data was collected through questionnaire and interview from 300 employees of Multinational Corporations in Delhi. Flexible working enables the employee to create balance in profession working and personal life. It also facilitates to reduce stress of employees and build longer tenure at organization. It was concluded that employees who are given the facility

of flexible working arrangement prefer to stay longer with the organization.

Campbell & Green (2015) studied the effect of retirement plans policy on employee behavior and concluded that retirement plans affected employee satisfaction and retention decisions and it showed a positive relationship. The authors also found few gender differences, however, when controlling for confounders such as income, type of work and education, the results suggested that women workers tended to retire later than men workers.

According to Eisenberg & Power (2018) Employee assistance programs (EAPs) are employee services that assist in attending to both personal and professional issues to enhance outcomes for employees and organizations. On the one hand, organizations are assisted in addressing productivity issues, on the other hand, employees are assisted in identifying and resolving personal concerns that may affect their job performance.

Employee job satisfaction is psychological state of how an individual feels towards work, in other words, it is people's feelings and attitudes about variety of intrinsic and extrinsic elements towards jobs and the organizations they perform their jobs in. The elements of employee job satisfaction are related to pay, promotion, benefits, work nature, supervision, and relationship with colleagues (Latham, 2015). Employee's satisfaction is considered as all-around module of an organization's human resource strategies. According to Stovall (2016) Employee job satisfaction means a function which is positively related to the degree to which one's personal needs are fulfilled in the job situation (Watson, 2014).

Conceptual Framework

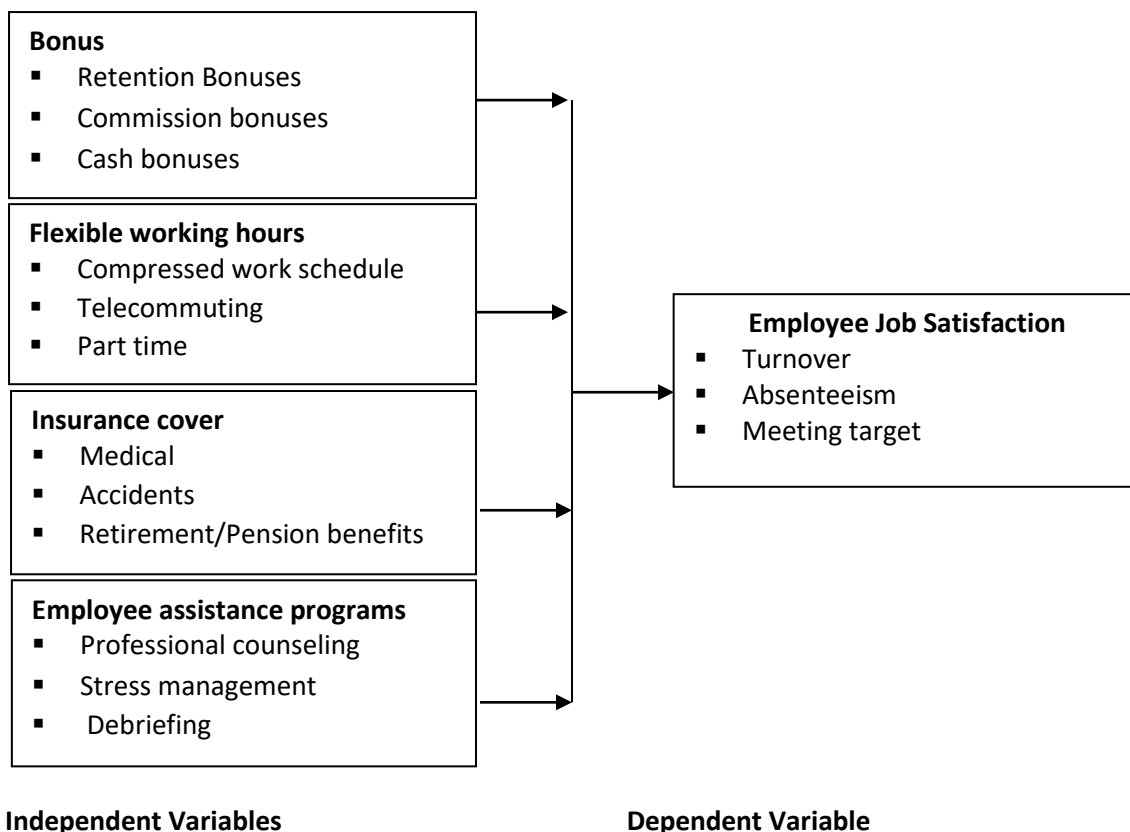


Figure 1: Conceptual Framework

Source: Author (2021)

Bonus

A bonus is a financial employee assistance program that is above and beyond the normal payment expectations of its recipient. Bonus is very important for employee job satisfaction because it fulfills the basic needs as well as helps to attain the higher level of goals. Bonus may be dangled as incentives to prospective employees and they can be given to current employees to reward performance and increase employee retention. Companies can distribute bonus to its existing shareholders through a bonus issue, which is an offer of free additional shares of the company's stock. Companies offer retention bonus to key employees, in an effort to satisfy and encourage loyalty, especially in downward economies or periods of organizational changes. This financial incentive is an expression of gratitude that lets employees know their jobs are secure over the long haul.

Flexible Working Hours

Flexible working generally makes workers to be productive hence high performance to the employee. Employees who are placed on flexible program will be happier at work and less prone to burnout and stress than employees on fixed job hence productivity is realized. Employees with greater control over work schedules are more likely to show increased engagement, commitment, retention and job satisfaction. Flexible work arrangements enable employees to manage their work and family responsibilities harmoniously thus leading to employee job satisfaction (McShane, 2014).

Insurance Cover

Insurance coverage plays a critical role on employee job satisfaction and overall productivity of the organization. Insurance coverage is the amount of risk or liability that is covered for an individual or

entity by way of insurance services (Juergen & Chung, 2017). Many employees in the public and private sector depend on medical insurance cover to support their health and well-being, as well as that of their family members. Employers big and small offer medical benefits in an effort to maintain a healthy work environment thus enhancing employee job satisfaction of its employees. Without employee medical insurance cover, some workers would not be able to afford the expenses related to necessary medical care hence leading to job dissatisfaction.

Employee Assistance Programs

According to Kepner (2014), an employee assistance program (EAP) is an employee benefit program that assists employees with personal problems and/or work-related problems that may impact their job performance, health, mental and emotional well-being. EAP plays a critical role on employee job satisfaction. EAP offer free and confidential assessments, short-term counseling, referrals, and follow-up services for employees. EAP counselors may also work in a consultative role with managers and supervisors to address employee and organizational challenges and needs. The well-being programme is delivered to ensure the employee job satisfaction and welfare of employees. Implicit in their personal sense of well-being is a need for them to feel that their families are safe and secure. This programme therefore will also cover the spouse of employees, together with their children.

Employee Job Satisfaction

According to Vanteenkiste (2015), there is a strong link between employee satisfaction and customer satisfaction, between customer satisfaction and future revenue. The success of any company is directly link to the satisfaction of the employees who embody that company while retaining talented people is critical to the success of any organization Hackman (2013). Studies show that businesses that excel in employee satisfaction issues reduce turnover by 50% from the norms, increase customer satisfaction to an average of 95 % and lower labor cost by 12%.

METHODOLOGY

A descriptive research design was used in this study. The researcher used a target population of 102 employees of NWSC Head Office. The researcher used stratified random sampling technique to select the respondents.

The sampling frame for this study consisted of all employees of NWSC Head Office (total of 102) and the list was obtained from the human resource department.

The researcher used questionnaires as the main tool for collection of primary data. For this study the collection of primary data was done using a five-point Likert scale type of questionnaire designed to capture aspects of the three research questions.

In this study the researcher used construct validity. The testing of the validity of the research instruments was done through expert judgment by the supervisors and the researcher ensured there was no potential biasing effect of different items on the study and determined the appropriateness of the questions asked as well as the language used in the questionnaires. In this study, a pilot study was done to enhance the questionnaire's validity. A pilot study was conducted on ten employees of NCWC. A construct composite reliability coefficient Cronbach alpha of 0.6 or above, all the constructs was considered to be adequate for this study

Data was cleaned, coded, entered and analyzed using Statistical Package for Social Science (SPSS, Version 21.0). Descriptive statistics was used to analyze, present and interpret data. Qualitative data was analyzed in prose form to establish patterns, trends and relationships while quantitative data was analyzed using descriptive statistics such as frequency distribution tables and figures. The study also conducted inferential statistics which involved coefficient of correlation, coefficient of determination and a multiple regression analysis which was used to determine the relationship between the dependent and independent variables.

FINDINGS

Bonus

The descriptive results of the responses on the various statements of bonus as presented in Table 1.

Table 1: Mean and Standard Deviation for Measure of Bonus

Statement	Mean	Std. Dev.
We receive retention bonuses	3.927	1.075
The organization offers holiday bonuses annually	3.916	1.356
We always receive commission bonuses	4.019	.976
The organization offers cash bonuses once in a year	4.002	.961
The organization offers spot bonuses quarterly	4.185	.919
The bonuses offered by the organization ensures employee job satisfaction	3.904	1.034
Overall Mean	3.992	

Source: Author (2021) & Research Data (2021)

The results from the Table 1 indicated that majority of the respondents agreed that the organization offers spot bonuses quarterly with (M = 4.185, SD = 0.919), We always receive commission bonuses, statement the was agreed with (M= 4.019, SD= 0.976), The organization offers cash bonuses once in a year agreed at (M=4.002, SD= 0.961), We receive retention bonuses at (M= 3.927, SD= 1.075), the organization offers holiday bonuses annually (M= 3.916, SD= 1.356) and the bonuses offered by the organization ensures employee job satisfaction statement that was agreed at (M= 3.904, SD= 1.034). The objective was analyzed with an overall (M=3.992). This implied that bonus is necessary for employee job satisfaction. The

objective revealed that employees confirmed that the organization offers spot bonus quarterly. It was also established that employees receive commission bonuses. However, the management is obligated to increase and plan for more bonus to enhance employee job satisfaction. This concurred with a study by Garlick (2019). The results showed that offering a cash bonus exclusively does not seem to make much of an impact on job satisfaction and performance, despite the fact cash bonuses are nearly everyone’s preferred reward.

Flexible Working

The descriptive results of the responses on the various statements of flexible working were as presented in Table 2.

Table 2: Mean and Standard Deviation for Measure of Flexible Working

Statement	Mean	Std. D
The organization offers compressed work schedule	3.965	1.263
Compressed work schedule foster employee job satisfaction and retention	4.093	1.077
The organization offers telecommuting programs	3.926	.973
Telecommuting enables the employees to have long tenure with the company	3.826	1.235
Part time programs offered in the organization increases employee satisfaction and productivity	3.998	1.070
Part time activities have negative impact on employee productivity	3.824	1.310
Overall Mean	3.939	

Source: Author (2021) & Research Data (2021)

From Table 2 it was analyzed that compressed work schedule foster employee job satisfaction and

retention, a statement that was agreed with (M= 4.093, SD= 1.077), part time programs offered in

the organization increases employee satisfaction and productivity agreed with (M= 3.998, SD= 1.070), the organization offers compressed work schedule agreed at (M= 3.965, SD= 1.263), the organization offers telecommuting programs agreed (M= 3.926, SD= .973), telecommuting enables the employees to have long tenure with the company agreed at (M= 3.826, SD= 1.270) and part time activities have negative impact on employee productivity a statement that was agreed with (M= 3.824, SD= 1.0310). The objective was analyzed with an overall (M= 3.939). This indicates flexible working is a key for plan and contributions because it reduces the strain of employee job satisfaction.

The study revealed that compressed work schedule foster employee job satisfaction and retention. It also indicated that part time programs offered in the organization increases employee satisfaction and productivity. This confirmed comfortability. This collaborates with a study by Wattles and Harris (2015). Flexible working enables the employee to create balance in profession working and personal life. It also facilitates to reduce stress of employees and build longer tenure at organization.

Insurance Cover

The descriptive results of the responses on the various statements of insurance cover were as presented in Table 3.

Table 3: Mean and Standard Deviation for Measure of Insurance Cover

Statement	Mean	Std. D
Employee do receive medical insurance on time	4.109	1.083
Medical insurance cover enhances employee's morale and satisfaction	3.719	1.250
Accident insurance is given to us promptly after any injury made at work	3.908	1.317
Lack of accident insurance cover is a common cause of employee turnover	3.929	1.213
Most of retirees receive their dues on time	4.090	1.202
Organization's pension plans can enhance employee satisfaction and productivity	4.126	.949
Overall Mean	3.764	

Source: Author (2021) Research Data (2021)

From the finding in the table 3, it was established that organization's pension plans can enhance employee satisfaction and productivity., a statement that was agreed with (M= 4.126, SD= 0.949), employee do receive medical insurance on time, agreed at (M= 4.109, SD= 1.083), most of retirees receive their dues on time (M= 4.090, SD= 1.202), lack of accident insurance cover is a common cause of employee turnover (M= 3.929, SD= 1.213), accident insurance is given to us promptly after any injury made at work agreed with (M= 3.908, SD= 1.317) and medical insurance cover enhances employee's morale and satisfaction with agreed (M= 3.719, SD= 1.250). The objective was analyzed with an overall (M= 3.980). This revealed that insurance cover is essential for leading the

team and igniting employee job satisfaction. It was established that organization's pension plans can enhance employee satisfaction and productivity. It was also ascertained that insurance cover applied in the organization employee do receive medical insurance on time. The retirees receive their dues in time. This finding is supported by the outcome established by a study conducted by Eaton & Bowie (2017). Medical insurance is taken out to cover the cost of medical care. An organization may decide to take medical care for its employees.

Employee Assistance Program

The descriptive results of the responses on the various statements of employee assistance program were as presented in Table 4.

Table 4: Mean and Standard Deviation for Employee Assistance Program

Statement	Mean	Std. D
The organization provides professional counseling	3.999	1.319
Professional counseling fosters increased employee performance and job satisfaction	3.892	1.345
The organization provides stress management programs	3.878	1.287
Organization's stress management programs increase employee productivity and satisfaction	4.083	1.055
The organization offers coaching programs	3.963	1.443
Coaching programs increases employee performance and satisfaction	4.066	1.043
Overall Mean	3.980	

Source: Author (2021) & Research Data (2021)

From Table 4, it was analyzed that organization's stress management programs increase employee productivity and satisfaction with agreed (M= 4.084, SD= 1.055), coaching programs increases employee performance and satisfaction (M= 4.066, SD= 1.043), the organization provides professional counseling (M=3.999, SD= 1.319), the organization offers coaching programs (M= 3.963, SD= 1.443), professional counseling fosters increased employee performance and job satisfaction with (M= 3.892, SD= 1.345), and the organization provides stress management programs (M=3.878, SD= 1.287). The objective was analyzed with an overall (M= 3.980). This indicated that organization's stress

management programs increase employee productivity and satisfaction. It was disclosed that coaching programs increases employee performance and satisfaction. The analysis revealed that the organization administers professional counselling. This finding collaborates with a study by Akintoye (2015) insist that employee assistance programs are necessary because workers may feel worn out and tired emotionally when appropriate working conditions are not provided.

Employee Job Satisfaction

The descriptive results of the responses on the various statements of employee job satisfaction are as presented in Table 5.

Table 5: Mean and Standard Deviation for Measure of Employee Job Satisfaction

Statement	Mean	Std. D
The organization is a good place to work	4.330	1.075
Employee contribution to the organization is fairly appreciated	4.194	1.219
Employees are provided with the equipment/resources in order to perform my job to the best of my ability	3.910	1.400
Employee feel fully supported in their role	3.854	1.341
There is fair compensation	3.854	1.399
The organization recognizes employees' efforts	3.906	1.275
Overall Mean	4.008	

Source: Author (2021) & Research Data (2021)

From table 5 it was analyzed that the organization is a good place to work with agreed (M= (4.330, SD= 1.075), employee contribution to the organization is fairly appreciated agreed with (M= 4.194, SD= 1.219), employees are provided with the equipment/resources in order to perform my job to the best of their ability (M= 3.910, SD= 1.400), The organization recognizes employees' efforts

(M=3.906, SD= 1.275), employee feel fully supported in their role (M= 3.854, SD= 1.341), and there is fair compensation (M= 3.854, SD= 1.399) the objective was analyzed with an overall (M= 4.008). This revealed that employee job satisfaction is attainable by employee who valuing their workplace. Employee ranked that the organization is a good place to work. The employee contribution

to the organization is fairly appreciated. employees are provided with the equipment/resources in order to perform my job to the best of their ability. Employee job satisfaction is reached when individuals feel valued as the asset to the organization. This study collaborated to the opinion by (Latham, 2015). He opined that there are elements of employee job satisfaction related to

pay, promotion, benefits, work nature, supervision, and relationship with colleagues.

Inferential Analysis

Correlation Analysis Results Between Dependent and Independent Variables

The correlation analysis was used to determine the relationship between the independent variable and the dependent variable as presented in Table 6.

Table 6: Correlation Analysis Results

	Bonus	Flexible working	Insurance cover	EAP	EJS
Bonus					
Pearson correlation	1.000				
Sig. (2 tailed)	.000				
Flexible working					
Pearson correlation	.324**	1.000			
Sig. (2 tailed)	.000	.000			
Insurance cover					
Pearson correlation	.458**	.724**	1.000		
Sig. (2 tailed)	.000	.000	.000		
EAP					
Pearson correlation	.765**	.526**	.519**	1.000	
Sig. (2 tailed)	.000	.000	.000	.000	
EJS					
Pearson correlation	.743**	.543**	.609**	.611**	1.000
Sig. (2 tailed)	.000	.000	.000	.000	.000

Source: Author (2021) * Correlation is significant at 0.05 level (2-tailed)

Key (EAP- employee assistance program and EJS- Employee Job Satisfaction)

The study sought to establish the relationship between bonus and employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. A Pearson Correlation was performed and the result of the Pearson correlation test as presented in Table 6 show a correlation ($r = 0.743$; $p < 0.05$) between bonus and employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. This implies that the bonus is positively correlated to the employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. In addition, the correlation between these two variables was significant, that is $p < 0.5$ implying a linear relationship between bonus and employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. This shows that bonus significantly influenced employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. The study findings are in tandem with the findings by

Anik (2018) established that there is significant variables related to job satisfaction were the the amount of pay level played a significant role. In this study, wage system applied in public sector was examined, and it was confirmed that bonus and job satisfaction are related.

In addition, the study sought to establish the relationship between flexible working and employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. A Pearson Correlation was performed and the result of the Pearson correlation test as presented in Table 6 show a correlation ($r = 0.543$; $p < 0.05$) between flexible working and employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. This implies that the flexible working is positively correlated to the employee job satisfaction at Nairobi City Water and

Sewerage Company Ltd. In addition, the correlation between these two variables was significant, that is $p < 0.5$ implying a linear relationship between flexible working and employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. This shows that flexible working significantly influenced employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. The study results are in line with the findings by Davidescu, Apostu, Paul and Casuneanu (2020) revealed that these new types of workspaces are highly appreciated by employees, generating a growing interest among them. Partial home working, the mix between working from home and working in a company's office, has been considered an optimal solution in increasing employee job satisfaction, social and professional relationships.

Further, the study sought to establish the relationship between insurance cover and employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. A Pearson Correlation was performed and the result of the Pearson correlation test as presented in Table 6 show a correlation ($r = 0.609$; $p < 0.05$) between insurance cover and employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. This implies that the insurance cover is positively correlated to the employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. In addition, the correlation between these two variables was significant, that is $p < 0.5$ implying a linear relationship between flexible working and employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. This shows that insurance cover significantly influenced employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. The study findings are in agreement with the findings by Kurgat (2013) that insurance covers play a significant role on employee job satisfaction. Medical schemes play an important role in the health care system of any nation by modifying it to match the country's health care needs. Medical schemes are increasingly recognized as a tool to finance health care provision in developing countries and have the potential to

increase utilization and better protect people including the employees against health expenses.

Finally, the study sought to establish the relationship between employee assistance program and employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. A Pearson Correlation was performed and the result of the Pearson correlation test as presented in Table 6 show a correlation ($r = 0.611$; $p < 0.05$) between employee assistance program and employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. This implies that the employee assistance program is positively correlated to the employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. In addition, the correlation between these two variables was significant, that is $p < 0.5$ implying a linear relationship between employee assistance program and employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. This shows that employee assistance program significantly influenced employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. The study results are in agreement with the findings by Bophela(2021) established that there is a significant relationship between EAPs and employee job satisfaction. The utilization of EAPs balances and improves the quality of work life of employees so that they are immersed with work activities and have a satisfactory work life that is fulfilling. It would be advantageous for organizations to assess the performance of employees before and after they have engaged with the EAPs, in order to determine their quality of work life. Progressive organizations need to fulfill employees' needs in a healthy work environment and for the long-term so that organizations have dedicated and committed employees

Regression Results

A multiple regression analysis was conducted to investigate the joint causal relationship between the independent (employee welfare programs) and dependent variable (employee job satisfaction at Nairobi City Water and Sewerage Company Ltd). This was presented in Table 7.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.783	.613	.599	.67532

Source: SPSS V21 Generated Data, (2021)

In Table 7, the correlation coefficient (R) of 0.783 shows that there is a strong positive joint correlation between employee welfare programs (bonus, flexible working, insurance cover and employee assistance program) with employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. From the study findings, it is notable that correlation determination of by R² value (0.613). This indicates that independent variables jointly accounted for 61.30% of the employee job satisfaction at Nairobi City Water and

Sewerage Company Ltd as represented by the R². This therefore means that other factors not studied in this research contribute 38.70% to the employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. This implies that these employee welfare programs (bonus, flexible working, insurance cover and employee assistance program) variables are very significant and need to be factored to improve employee job satisfaction at Nairobi City Water and Sewerage Company Ltd.

Table 8: Analysis of Variance

Model		Sum of Squares	d.f	Mean Square	F	Sig.
1	Regression	629.407	4	157.352	27.654	.000
	Residual	397.358	74	5.369		
	Total	1026.765	78			

Source: Author (2021) & Research Data (2021)

Further, the analysis of variance was used to examine whether the regression model was a good fit for the data. The F-critical (4, 74) was 7.654 while the F-calculated was 27.654 as shown in Table 8. This shows that F-calculated was greater than the F-critical and hence linear relationship between the employee welfare programs and employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. In addition, the p-value was 0.000, which was less than the significance level (0.05). Therefore, the model can be considered to be a good fit for the data and hence it is appropriate in predicting the influence of the four independent variables (bonus, flexible working, insurance cover

and employee assistance programs) on the dependent variable (employee job satisfaction at Nairobi City Water and Sewerage Company Ltd).

Further, the study ran the procedure of obtaining the regression coefficients, and the results were as shown on the Table 8. The coefficients or beta weights for each variable allows the researcher to relative importance comparatively of the independent variables. In this study the unstandardized coefficients and standardized coefficients are given for the multiple regression equations. However, discussions are based on the unstandardized coefficients.

Table 9: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	P-value.
	B	Std. Error	B		
1 (Constant)	4.986	1.007		4.951	.000
Bonus	.766	.132	.743	5.803	.000
Flexible working	.569	.211	.543	2.697	.005
Insurance Cover	.632	.199	.609	3.176	.003
Employee Assistance Programs	.654	.187	.611	3.497	.002

Findings showed that bonus had coefficients of estimate which was significant basing on $\beta_1 = 0.766$ (p-value = 0.000 which is less than $\alpha = 0.05$). Also, the influence of bonus is more than the influence attributed to the error and supported by the t values whereby $t_{cal} = 5.803 > t_{critical} = 1.96$ at a 5 percent level of significance, thus we conclude that bonus significantly influence employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. The study findings are in agreements with the findings by Anik (2018) established that there is significant variables related to job satisfaction were the the amount of pay level played a significant role. In this study, wage system applied in public sector was examined, and it was confirmed that bonus and job satisfaction are related.

In addition, the study results showed that flexible working had coefficients of estimate which was significant basing on $\beta_2 = 0.569$ (p-value = 0.005 which is less than $\alpha = 0.05$). Also, the influence of flexible working is more than the influence attributed to the error and supported by the t values whereby $t_{cal} = 2.697 > t_{critical} = 1.96$ at a 5 percent level of significance, thus we conclude that flexible working significantly influence employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. The study results are in tandem with the findings by Davidescu, Apostu, Paul and Casuneanu (2020) revealed that these new types of workspaces are highly appreciated by employees, generating a growing interest among them. Partial home working, the mix between working from home and working in a company's office, has been considered an optimal solution in increasing employee job satisfaction, social and professional relationships.

Further, the study findings in Table 8 showed that insurance cover had coefficients of estimate which was significant basing on $\beta_3 = 0.632$ (p-value = 0.003 which is less than $\alpha = 0.05$). Also, the influence of insurance cover is more than the influence attributed to the error and supported by the t values whereby $t_{cal} = 3.176 > t_{critical} = 1.96$ at a 5 percent level of significance, thus we conclude that

insurance cover significantly influence employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. The study findings are in agreement with the findings by Kurgat (2013) that insurance covers play a significant role on employee job satisfaction. Medical schemes play an important role in the health care system of any nation by modifying it to match the country's health care needs. Medical schemes are increasingly recognized as a tool to finance health care provision in developing countries and have the potential to increase utilization and better protect people including the employees against health expenses.

Lastly, the study findings showed that insurance assistance programs had coefficients of estimate which was significant basing on $\beta_4 = 0.654$ (p-value = 0.002 which is less than $\alpha = 0.05$). Also, the influence of employee assistance programs is more than the influence attributed to the error and supported by the t values whereby $t_{cal} = 3.497 > t_{critical} = 1.96$ at a 5 percent level of significance, thus we conclude that insurance assistance programs significantly influence employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. The study results are in agreement with the findings by Bophela (2021) established that there is a significant relationship between EAPs and employee job satisfaction. The utilization of EAPs balances and improves the quality of work life of employees so that they are immersed with work activities and have a satisfactory work life that is fulfilling. It would be advantageous for organizations to assess the performance of employees before and after they have engaged with the EAPs, in order to determine their quality of work life. Progressive organizations need to fulfill employees' needs in a healthy work environment and for the long-term so that organizations have dedicated and committed employees.

CONCLUSION AND RECOMMENDATION

From the study findings, the correlation analysis results indicated that there is a positive and significant relationship between bonus and employee job satisfaction. This was supported by a

study by Mokaya, (2015) studied employee job satisfaction in the hotel industry in Kenya and revealed that pay related bonus to be neither effectual nor ineffectual to an organization performance. The study established that bonus and employee job satisfaction have a positive relationship.

The study findings revealed that the organization offers spot bonuses quarterly and employees always receive commission bonuses. The study established that the organization offers cash bonuses once in a year and employees receive retention bonuses. The study ascertained that the organization offers holiday bonuses annually and the bonuses offered by the organization ensures employee job satisfaction. This implied that bonus is necessary for employee job satisfaction. The objective revealed that employees confirmed that the organization offers spot bonus quarterly. It was also established that employees receive commission bonuses. The results showed that offering a cash bonus exclusively does not seem to make much of an impact on job satisfaction and performance, despite the fact cash bonuses are nearly everyone's preferred reward.

The study findings, the correlation analysis results indicated that there is a positive and significant relationship between flexible working and employee job satisfaction. The results revealed that there is a statistically significant positive relationship between flexibility in work arrangements and employee job satisfaction of nurses indicated by

The study findings, the correlation analysis results indicated that there is a positive and significant relationship between insurance cover and employee job satisfaction. The concurred by the study conducted by Campbell & Green (2015) studied the effect of retirement plans policy on employee behavior and concluded that retirement plans affected employee satisfaction and retention decisions and it showed a positive relationship.

The study finding revealed that organization's pension plans can enhance employee satisfaction and productivity and employee do receive medical insurance on time. The study ascertained that most of retirees receive their dues on time and lack of accident insurance cover is a common cause of employee turnover. The study established that accident insurance is given to us promptly after any injury made at work and medical insurance cover enhances employee's morale and satisfaction. This revealed that insurance cover is essential for leading the team and igniting employee job satisfaction. It was established that organization's pension plans can enhance employee satisfaction and productivity. It was also ascertained that insurance cover applied in the organization employee do receive medical insurance on time. The retiree receives their dues in time. This finding is supported by the outcome established by a study conducted by Eaton & Bowie (2017). Medical insurance is taken out to cover the cost of medical care. An organization may decide to take medical care for its employees.

The study findings, the correlation analysis results indicated that there is a positive and significant relationship between employee assistance program and employee job satisfaction. The study was agreement with Ongaki & Otundo (2015) studied the effect of employee assistance programs in the Kenya and concluded that the use of EAPs increased employee satisfaction and increased the employee retention rate. It had positive relationship between the two variables.

The results showed that bonus have a positive and statistically significant influence on employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. The study concluded that the increase in bonus leads to improvement on employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. From the study, the researcher concluded that employee welfare programs affect employee job satisfaction in NCWSC and there was a positive correlation

between employee welfare programs and employee job satisfaction.

The results showed that flexible working have a positive and statistically significant influence on employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. The study concluded that the increase in flexible working leads to improvement on employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. The study also concluded that flexible working is a key and therefore, part time programs offered in the organization increases employee satisfaction and productivity.

The results showed that insurance cover have a positive and statistically significant influence on employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. The study concluded that the increase in insurance cover leads to improvement on employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. The research also concluded that insurance cover is organization's pension plans that should be enhanced for employee satisfaction and productivity.

The results showed that employee assistance programs have a positive and statistically significant influence on employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. The study concluded that the increase in employee assistance programs leads to improvement on employee job satisfaction at Nairobi City Water and Sewerage Company Ltd. The study concluded that employee assistance program is the most effective practice and must be supported by top management. The study concluded that employee assistance programs should be embraced to enable employees feel release fatigue and boredom.

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Recommendations of the Research Study

The research study recommended that NCWSC should have effective bonus. This the management is mandated to increase and plan for effective bonus to enhance employee job satisfaction. Employee can easily access bonus either quarterly or yearly.

The researcher recommended that NCWSC should ensure that compressed work schedule foster employee job satisfaction and retention. It also indicated that part time programs offered in the organization increases employee satisfaction and productivity.

From the findings, the research study recommended for NCWSC to continue embracing and sustaining insurance cover that promote employee get along well job satisfaction.

The employee assistance program should be most effective practice and must be supported by top management. Employee pay should be reliable and timeous to enhance employee job satisfaction.

The research only focused on employees in NCWSC. The future research should focus on other organizations like government agencies. The research focused on the effect of employee welfare programs on employee job satisfaction. The study recommended for a further study to conduct determining the effectiveness of employee welfare programs in an organization on employee job satisfaction. A study should be conducted to ascertain the 38.70% of variability in employee welfare strategies that can be attributed to factors external to the independent variables in the same organization or other agencies.

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