

**WELFARE PRACTICES AND EMPLOYEE  
PERFORMANCE IN NON-GOVERNMENTAL  
ORGANIZATIONS IN NAIROBI COUNTY, KENYA**

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## DECLARATION

This thesis is my original work and has not been presented for a degree in any other University

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## **DEDICATION**

This study is dedicated to my family members, Kenya Children Foundation and Children of God Relief Institute that supported my studies, My Niece Hendrica Muhonja and to the memory of my Parents, the late Andrew Lumiti and Teresa Mukara and also to the late Dr. Angelo D'Agostino SJ. MD, who instilled in me the discipline of study and the value of education.

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## **ACRONYMS AND ABBREVIATIONS**

<b>AMREF</b>	African Medical Research Foundation
<b>ANOVA</b>	Analysis of Variance
<b>AOSK</b>	Association of Sisterhood of Kenya
<b>ACK</b>	Anglican Church of Kenya
<b>BOM</b>	Board of Management
<b>DFID</b>	Department of International Development
<b>CEO</b>	Chief Executive Officer
<b>CMV</b>	Common Method Variance
<b>CSS</b>	Counselling Support Practices
<b>CFA</b>	Confirmatory Factor Analysis
<b>EAP</b>	Employee Assistance Programs
<b>EA</b>	East Africa
<b>AFA</b>	Exploratory Factor Analysis
<b>FKE</b>	Federation of Kenya Employers
<b>GoK</b>	Government of Kenya
<b>HR</b>	Human Resource
<b>HRM</b>	Human Resource Management
<b>ICRAF</b>	International Center for Research in Agroforestry (Kenya)

<b>ILO</b>	International Labour Organization
<b>JKUAT</b>	Jomo Kenyatta University of Agriculture and Technology
<b>KFA</b>	Kenya Farmers Association
<b>KEFRI</b>	Kenya Forestry Research Institute
<b>NACOSTI</b>	National Council of Science and Technology and Innovation
<b>NGOs</b>	Non-governmental Organizations
<b>NHIF</b>	National Hospital Insurance Fund
<b>NSSF</b>	National Social Security Fund
<b>NWFP</b>	North West Frontiers Province
<b>PPP</b>	Public Private Partners
<b>RBV</b>	Resource Based View Theory
<b>SPSS</b>	Statistical Packages for Social Science
<b>SOS</b>	Save Our Souls
<b>OECD</b>	Organization of Economic and Cooperative Development
<b>TQM</b>	Total Quality Management
<b>SEM</b>	Structural Employee Model
<b>UNID</b>	United Nations International Development
<b>UNAID</b>	United National Aid for Development
<b>UNICEF</b>	United Nations Children Educational Fund

<b>USA</b>	United States of America
<b>USAID</b>	United States International Development
<b>UK</b>	United Kingdom
<b>VSO</b>	Volunteer Service Overseas
<b>VIF</b>	Variance Inflation Factor
<b>WHO</b>	World Health Organization
<b>WFO</b>	World Food Program

## DEFINITION OF OPERATIONAL TERMS

- Bonus** Money or an equivalent is given in addition to an employee's usual compensation (Kaya & Ceylan, 2016).
- Compensation** This is a replacement of wages or medical benefits to employees when injured or worked overtime (Kaya & Ceylan, 2016).
- Employee Welfare** Welfare is a way of getting the physical, mental, moral, and emotional well-being of the individual. It is all the practices rendered over and above the salary for a comfortable and improved work environment. It is related to a state of well-being (Patro, 2020). Employee welfare are the benefits an employee receives from employer like housing, allowances, leave allowance, medical care, child education, training, and career development over and above the salary (Kumar & Srivastava, 2022).
- Employee Welfare practices** These are the schemes and measures of employee welfare and for this research, they are grouped in four headings: economic, recreational, counselling, and Pension practices (Owusu, 2014)
- Extramural** These are welfare practices provided outside the organization like housing, Education, and interest free loans (Noe, Hollenbeck, Gerhart& Wright, 2017).
- Employee health** This refers to the process commenced by the manager to aid an employee to improve and also feel appreciated. It is done in different forms such as individual therapy, group therapy, and grievance career-based (Matolo & Mukulu, 2016).
- Employee pension Practices** These are peaceful interactions to solve grievances at the workplace (Brenner, 2016)

**Employee Financial Support** These are benefits in the form of monetary value that provide protection, security, and support, such as credit facilities and allowances for housing or education (Sastera & Mauludin, 2018)

**Environment of Work** This is the workplace culture, employment structure, environment, and how managers and supervisors handle employees (Gatakaa, 2018)

**Employee Recreational Practices:** These are the workplace health-promoting activities, such as team-building exercises, sports, and employee-organized staff gatherings (Mokaya &Gitari, 2016).

**Employee Performance** This refers to how well an employee performs the duties and upholds the standards necessary for their position (Robbins & Judge, 2021).

## ABSTRACT

The study was to determine the relationship between employee welfare practices and employee performance in NGOs in Nairobi County, Kenya. The objectives of the research were to determine the relationship between financial support and employee performance, to establish the relationship between recreational support and employee performance, to assess the relationship between employee health support and employee performance, and to examine employee pension support and employee performance. to determine the moderating effect of top management commitment and employee performance in NGOs in Nairobi County, Kenya. Previous research shows a significant correlation between employee welfare practices and employee performance. This research supports the broader perspectives that employees are important for the competitive edge of organizations and their welfare is essential to enhance their performance. This research is backed by relevant theories such as human relations theory, Abraham Maslow's hierarchy of needs, the social reciprocity theory, the resource – based view theory and Herzberg's two factor theory. The research design was a cross-sectional design that used both qualitative and quantitative approaches. The sampling technique was a purposeful, stratified, and simple random sampling technique. The target population was 14,323 employees in NGOs in Nairobi County, Kenya, a sample of 407 employees was selected, which included top management, middle management and lower-level management. Questionnaires were served to respondents as the primary data collection instruments. A pilot study was conducted to verify the reliability and validity of the tools used. The content validity was verified by the university experts who supervised the research, the reliability of the data was assessed using the constant alpha that required base of 0.7 in the social science studies. Data analysis was performed using the Statistical Package for Social Sciences (SPSS), version 25. The analysis incorporated frequencies, means, correlations, and multiple linear regression, along with inferential and descriptive statistics as diagnostic tests for the instruments. The findings of the research were presented using pie charts, graphs, and tables. The results indicated that employee financial support, recreational practices, health practices, and pension practices positively and significantly influenced employee performance. Additionally, it was found that top management commitment significantly moderates the relationship between welfare practices and employee performance. Specifically, top management commitment enhances the explanatory power of employee welfare practices in predicting employee performance within NGOs in Nairobi County, Kenya. The research concluded that welfare practices are crucial in improving employee performance in non-governmental organizations in Nairobi County, Kenya. The research concluded that NGOs in Nairobi County, Kenya should implement financial support, recreational support, health support, pension support, and involve top management commitment in all the processes of planning and implementation. The research further recommended further research to explore the relationship between employee welfare practices and performance in other service-oriented institutions, including the civil service. The study, therefore, forms a reference for empirical literature for future researchers.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

The overall goal of the research was to determine the relationship between employee welfare practices and employee performance in non-governmental organizations in Nairobi County, Kenya. Employees are the cornerstone of a firm's success, and their strategic importance is gradually increasing (Bernardino, 2021). Employees are a company's intellectual property and a means of gaining a competitive edge, particularly in industrialized nations where the work environment is changing due to emerging technologies, shifting economic conditions, and global trends (Nandi, Khan, Qureshi & Ghias, 2020). Employee performance is therefore a crucial component in realizing the objectives of any company. Since companies operate in dynamic, competitive contexts that demand innovation, employees, whether temporary, contractual, or permanent, are under pressure to meet set goals. Achieving these goals requires employee commitment and contribution at all levels (Johnstone, Rodriguez & Wilkinson, 2023).

To maintain an organization's competitiveness, the bond between the employee and employer must be nurtured and strengthened (Nel, 2020). Motivating employees to perform effectively requires implementing supportive practices such as employee welfare initiatives. However, there is no universally accepted definition of employee welfare. Pak (2020) defines it as efforts to improve the quality of life for workers, while Rani and Kumar (2020) describe it as a condition of doing well, enjoying good health, and achieving prosperity. Employee welfare practices include all programs and benefits that go beyond normal wages, such as employee assistance, wellness, and development initiatives. Collectively, these practices enhance employee satisfaction, reduce stress, and promote a positive work environment.

Zinn and Zinn (2020) define welfare as voluntary initiatives established by employers within an industrial system that address work, life, and cultural conditions beyond legal or customary requirements. Strong welfare practices reduce employee turnover and improve recruitment and socialization of new hires (Ebrahimi, Faraji, Nouri & Valiee, 2021). Zeman, Miletić and Topić (2025) further observed that effective welfare programs encouraged employees to remain in their organizations for at least five years. Similarly, Ramachandran (2023) emphasized that welfare, from both philosophical and practical perspectives, contributes to employee motivation, satisfaction, and well-being. Historically, welfare policies trace back to the 1900s industrial revolution, when poor working conditions led to labor movements advocating for better treatment. These movements shaped the understanding of employers as key actors in promoting employee welfare and overall industrial progress (Ranganathan, 2022).

### **1.1.1 Global Perspectives**

In 1947, an ILO decision described welfare as “practices and facilities that may be built or situated close to businesses to allow those employed there to do their jobs in a healthy, comfortable environment and to offer amenities that promote good health and high morale” (Ereerdi, Nurgabdeshov, Kozhakhmet, Rofcanin & Demirbag, 2022; Salas-Vallina, Alegre & López-Cabrales, 2021). Employee welfare practices can be understood both broadly and narrowly. In its narrow sense, employee welfare focuses on addressing workers’ daily challenges and social dynamics at work, including their physical working conditions. In a broader sense, welfare incorporates aspects of working life such as social insurance programs, hygiene, and safety standards, as outlined in general labor regulations. These efforts aim to create a supportive work environment that promotes productivity, satisfaction, and well-being.

A study conducted in the United States by the Chamber of Commerce (2016) revealed that employee welfare was not considered a key organizational concern until the mid-twentieth century, but this has evolved over time. In the mid-1930s, the rise of labor unions strengthened employees’ bargaining power, leading to greater attention to welfare considerations (Mtatiro, 2021). In Europe, attention to employee welfare expanded after World War II through legislation promoting fair labor standards

(Mohd, Julan & Tuan Besar, 2020). These developments marked a turning point in recognizing employee welfare as a strategic organizational priority rather than an optional benefit.

In the United States, Bloom, Sadun, and Van Reenen (2016) observed that companies traditionally prioritized performance appraisals soon after hiring to decide whether to retain employees. This showed that employers focused more on productivity than welfare. In contrast, China's welfare reviews are conducted annually, more frequently than in Japan, and promotion decisions depend on performance, education, and potential ability. Nevertheless, family ties and relationships with managers significantly influence career advancement, and training opportunities were historically limited to favored employees (Mtatiro, 2021). According to Fèvre (2022), British scholars criticized scientific management techniques as unjust to employees, citing high turnover and absenteeism as signs of discontent. Consequently, the evolution of global welfare practices can be traced back to the industrial revolution in Europe, where the need for humane and sustainable labor conditions first emerged (Hussein, 2021).

### **1.1.2 Regional Perspectives**

In Mozambique, organizations utilized informal workplace training, referred to as "sitting with Nellie" or one-on-one. A significant minority of firms also sponsored courses without side training agencies, while only some firms used training (Akalezi, 2024). In East Africa, employee welfare practices came about because of the government's legislation. Employee welfare was categorized as hardship allowances, house allowances, medical benefits, pension funds, and insurance and accident funds. These were left to the employer to decide whether to provide or not.

In all cases, employee welfare practices were provided to motivate the employees. Studies carried out in Uganda (Atoke, 2023) on employee welfare and school performance discovered that counselling intervention affected employee performance and significantly affected the organization. In a study on the effect of collective action of the teachers on their welfare, Namara (2020) suggested a change in welfare provision and better working conditions. The study investigated the connection

between teacher performance in primary schools in Ibanda District in Uganda and staff income security programs.

The study found a positive and strong correlation between teachers' financial assistance and their performance, and ultimately, the success of the school. Further, Saguni, Hamlam and Gusnarib (2021) contended that free-interest loans incentivized employees and recommended a review of staff access to credit facilities in Nigeria. Similarly, Miao *et al.* (2020) noted that the absence of staff welfare in the council, lack of a good working environment, and neglected welfare practices led to poor employee morale and low productivity. Kerzner (2025) studied employee welfare in Malawi and found that lack of access to loans increased anxiety and inconvenienced employees. Studies in South Africa by Nguyen, Cao, Nguyen, and Nguyen (2024) found that welfare programs in most South African organizations were uncommon. Those organizations with them did not define the kind of welfare activities. The research used a cross-sectional design on 16 organizations, four in-service organizations, and labour unions. The study found that organizations did not have budgets for welfare activities.

### **1.1.3 Local Perspectives**

In Kenya, the Public Service Commission serves as the government arm responsible for implementing employee welfare, unlike the Non-Governmental Organizations (NGOs) sector. The public service has established a code of regulations to manage employees across all levels, ensuring inclusivity even for those with alcohol- or drug-related issues. According to Keitany (2014), in a study examining the relationship between employee welfare and organizational performance, leaders of state corporations should identify key principles and beliefs that influence employees' well-being to assess organizational effectiveness.

Wahid and Ayub (2024) similarly found a strong link between employee well-being and the shared values and beliefs of an organization's workforce. By integrating these values into welfare practices, organizations create behavioral norms that align employees with company culture. Reputation research further suggests that welfare-oriented organizations contribute significantly to a firm's public image and credibility (Sisson & Bowen, 2021).

A case study by Angusioma *et al.* (2019) viewed employee welfare as essential to performance improvement in the public service. Using a descriptive survey design, the study employed stratified random sampling to select 141 respondents. Data were collected through questionnaires and analyzed using descriptive and regression methods. Findings revealed that staff welfare had a significant positive effect on performance, particularly in areas such as safety, health, retirement plans, and flexible work scheduling. The analysis highlighted the need for continued attention to worker welfare to enhance service delivery. These results demonstrate that welfare programs are not merely supportive measures but vital drivers of efficiency and employee satisfaction within Kenya's public institutions.

Kenya's legal framework reinforces these welfare initiatives through multiple labor laws. The Constitution of Kenya (2010) guarantees reasonable working conditions, while the Employment Act (2017) regulates employment aspects such as working hours, sick leave, and maternity leave. The Occupational Health and Safety Act (2007) addresses workplace safety and employee health, and the Domestic Workers Act (2011) safeguards domestic workers' rights. Additionally, the National Social Pension Fund Act (2013) governs pension and provident fund provisions. Although the government ensures comprehensive welfare policies in the public sector, NGOs often lack similar frameworks. Further research is therefore needed to evaluate how welfare policies influence employee performance in NGOs. Despite modern management systems, the human element remains the core factor of production, underscoring the ongoing need to enhance employee welfare within Kenya's NGO sector.

#### **1.1.4 Non-Governmental Organizations**

A non-profit corporation that is not recognized by its specific legal system as part of the governmental sector is referred to as a non-governmental organization (NGO). Such organizations are not operated for financial gain, and any profits generated cannot be distributed to individuals. Trade unions, political parties, profit-distributing cooperatives, and churches are typically excluded from this category because they fall under different legal frameworks (The International Journal of Not-for-Profit Law, 2009). Since the end of colonialism, NGOs have played a crucial role in the socio-

economic development of rural areas across Africa. Their presence expanded in the post-independence era, particularly from the 1980s onward, following the state's inability to meet public needs. NGOs became a dependable source of essential services for marginalized populations in both urban and rural settings (Abdulkaddir, 2021).

NGOs function across diverse operational domains. Smith and Kida (2020) identified key functional areas that frequently define NGO activity, including capacity building, advocacy, education, water, and humanitarian assistance. These areas reflect the evolving role of NGOs as development agents complementing government and private-sector efforts. Their programs often address immediate social and economic challenges while fostering community empowerment. The flexible and participatory nature of NGOs allows them to respond quickly to emerging needs, particularly in underserved communities. By bridging service delivery gaps left by the state, NGOs have become instrumental in promoting equitable development and inclusive growth across multiple sectors.

NGO activity analysis by Smith and Kida (2020) showed that the most common areas of engagement were Health, Education, Welfare, Environment, Relief, Informal Sector, Water, Population, and Agriculture, in that order. NGOs are widely viewed as key service providers in developing countries, particularly in Africa. Their program implementation largely depends on external funding from donors, international agencies, foundations, and governments (Mugenyi, 2021). This reliance highlights the need for sustainable financing to ensure consistent and effective service delivery to vulnerable populations.

## **1.2 Statement of the Problem**

Organizations rely on employees to remain competitive in business (Bernardino, 2021). The overall success of organizations in maintaining competitiveness depends largely on employee performance, which reflects both the ability to deliver services effectively and the intrinsic motivation to achieve set goals (Bukachi, 2022). Employee performance is often measured by how an employee's behavior and work actions influence organizational objectives, either positively or negatively (Halim, 2022). In this study, performance metrics include service delivery, task timeliness, and work

quality (Sari, Pamungkas & Wahidi, 2023). Previous research highlights a strong connection between employee welfare practices and performance outcomes (Kucherov, Alkanova, Lisovskaia & Tsybova, 2023; Pandey & Risal, 2024; Ebrahimi, Faraji, Nouri & Valiee, 2021). These studies collectively demonstrate that employees' well-being significantly contributes to organizational productivity, job satisfaction, and retention, core aspects of sustaining performance within the non-governmental sector.

In Nairobi County, behavioral changes among NGO employees have been reported, including delays in project report submissions, lateness, absenteeism, and frequent unnotified leave requests (Omolo & Mose, 2019). Rising resignation rates have also become a concern, with 25% of NGOs ceasing operations due to weak governance and inaccurate financial reporting (National Council of NGOs Report, 2018; Kubai, 2023). Employment within the NGO sector declined by 22% compared to the previous year, with 71,096 employees—94% of whom were based in Kenya and 6% abroad (NGO Coordination Report, 2022). This decline is partly attributed to inadequate motivation and insufficient welfare support, which drive employees to seek better opportunities elsewhere. Strengthening welfare initiatives is therefore essential for improving productivity, recruitment, and retention (Kucherov *et al.*, 2023; Pandey & Risal, 2024; Ebrahimi *et al.*, 2021).

Poor welfare conditions, such as limited health benefits or lack of employee support programs, can increase stress and negatively affect both mental and physical health, ultimately reducing job performance (Owuori, Omagwa & Anyega-Omari, 2024). Many NGOs in Nairobi County lack comprehensive welfare policies, often neglecting key areas such as financial assistance, healthcare, recreation, and managerial support. The absence of competitive salaries, sufficient medical coverage, and reliable retirement benefits weakens employee morale and commitment. Research further indicates that recognition, bonuses, and incentive pay are closely tied to enhanced employee performance (Mutuku & Moronge, 2020). Moreover, senior management commitment significantly influences employee motivation and outcomes, though the mechanisms underlying this relationship in NGOs remain underexplored (Mehralian, Moradi & Babapour, 2022).

Several studies have addressed welfare and performance in different contexts, yet notable gaps remain. Alam, Hassan, Bowyer, and Reaz (2020) examined the influence of wages and welfare facilities on productivity, highlighting the mediating role of motivation through a quantitative, explanatory design. Kolawole (2024) investigated employee welfare and productivity relations, establishing a conceptual focus but limited contextual application. Owuori (2024) assessed welfare programs among staff at the University of Nairobi's Faculty of Health Sciences, identifying a contextual gap outside the NGO sector. These studies reveal that the specific link between welfare practices and employee performance in NGOs remains underexplored. To address this gap, the present study examined the relationship between welfare practices and employee performance among NGOs operating in Nairobi, Kenya.

### **1.3 Objectives of the Study**

The study was guided by both general and specific objectives.

#### **1.3.1 General Objective of the Study**

The overall goal of this research was to determine the relationship between employee welfare practices and employee performance in Non-Governmental Organizations in Nairobi County, Kenya.

#### **1.3.2 Specific Objectives**

The study was guided by the following specific objectives;

- i. To determine the relationship between employee financial support and employee performance in Non-Governmental Organizations (NGOs) in Nairobi County, Kenya.
- ii. To establish the relationship between employee recreational practices and employee performance in Non-Governmental Organizations (NGOs) in Nairobi County, Kenya.
- iii. To assess the relationship between employee health practices and employee performance in Non-Governmental Organizations (NGOs) in Nairobi County, Kenya.

- iv. To examine the relationship between employee pension practices and employee performance in Non-Governmental Organizations (NGOs) in Nairobi County, Kenya.
- v. To determine the moderating effect of top management commitment on the relationship between welfare practices and employee performance in NGOs in Nairobi County, Kenya.

#### **1.4 Research Hypotheses**

The study was led by the hypotheses listed below:

H<sub>01</sub>: Employee financial support has no significant relationship with employee performance in NGOs in Nairobi County, Kenya.

H<sub>02</sub>: Employee recreational practices have no significant relationship with employee performance in NGOs in Nairobi County, Kenya.

H<sub>03</sub>: Employee health practices have no significant relationship with employee performance in NGOs in Nairobi County, Kenya.

H<sub>04</sub>: Employee pension practices have no significant relationship with employee performance in NGOs in Nairobi County, Kenya.

H<sub>05</sub>: Top management commitment does not significantly moderate the relationship between welfare practices and employee performance in NGOs in Nairobi County, Kenya.

#### **1.5 Significance of the Study**

The study's findings would be advantageous to the following parties:

##### **1.5.1 Management Boards of Non-Governmental Organizations**

The results of this study will help management boards of Non-Governmental Organizations (NGOs) in Kenya understand current welfare practices and how they can effectively implement them in their organizations. The findings would help

development partners, funders, and investors manage their human resources and give management and stakeholders operational and interventional assistance. The research findings will empower development partners, funders, and investors to effectively manage their human resources, providing operational guidance and support for stakeholders, including management and staff. This will enhance resource allocation, capacity building, and overall performance management within organizations.

### **1.5.2 Policy Makers**

Policymakers will find the study's findings important since they will enable them to monitor how Non-Governmental Organizations operating throughout the nation are conducting their welfare programs. The research findings will give decision-makers fact-based information on employee welfare, enabling the Ministry of Labour to make better decisions on labour issues and create rules and oversee their implementation.

### **1.5.3 Human Resource Practitioners**

The results of the investigation will provide human resource professionals with knowledge and information they can use to advise their employers on how to create better regulations and procedures for human resources that will make administering welfare programs easier and will help keep their employees engaged in the company and motivated. Practitioners can use the findings and suggestions as a resource when creating welfare programs that can be strategically adopted to enhance employee health.

### **1.5.4 Researchers and Scholars**

Employee well-being is a widely accepted concept, and many businesses have organized comparable welfare-related events, but there has not been much research done in this area in the NGO sector. Future research will be built on the research findings of this study. Academics and researchers will use the study outcome for further research; they will also use the research information for teaching, coaching, and training in both theoretical analysis and empirical studies. In addition, the findings of the study will aid future academicians and researchers to expand and give further

details about the corpus of knowledge related to managing employee welfare and performance. Finally, the results from the validation of various hypotheses would help enrich academic discourses at conferences by providing a platform for employee welfare practices.

### **1.6 Scope of the Study**

The research focused on the relationship between welfare practices and employee performance in NGOs within Nairobi County, Kenya, due to the concentration of their Headquarters in the Capital City of Kenya. The study was confined to four predictor variables: First, financial support (car loans, mortgages, education support), secondly, employee recreational practices (staff parties, team building activities, and sports activities). Thirdly, employee health practices (medical care, disability support and counseling services), fourthly, employee pension practices (Individual pension, group pension and umbrella pension). Finally, the moderating variable is top management commitment (communication, policy development, and budget allocation).

The outcome variable for this study was employee performance, measured through service delivery, ability to meet targets, and work quality. Five theories guided the study: Maslow's Theory of Motivation, which informed the inclusion of health practices and financial support as basic needs; Herzberg's Two-Factor Theory, which explained the motivational role of recreational and pension practices; the Resource-Based View Theory; the Human Relations Theory; and the Social Reciprocity Theory. A cross-sectional survey design was adopted, targeting 14,323 employees from various NGOs in Nairobi City County, Kenya, from which a sample of 403 employees was drawn. The study, conducted between January and June 2023, was geographically confined to Nairobi County, home to many NGO headquarters, and relied on questionnaires as the primary tool for data collection.

### **1.7 Study Limitations**

During the research on employee welfare practices and employee performance in NGOs in Nairobi County, the researcher encountered methodological limitations. Some of the NGOs were unwilling to take part in the study and would not permit the

distribution of questionnaires to their staff. This is because of concerns about the study's impact on their operations and the potential for disruptions to their operations. However, this challenge was mitigated by engaging directly with the management of the NGOs.

The researcher clearly explained that the study was purely academic and non-interventional, emphasizing adherence to established ethical standards throughout the research process. To reinforce credibility and ethical compliance, the researcher presented both the official university authorization letter and a research permit from the National Commission for Science, Technology, and Innovation (NACOSTI). These approvals validated the legitimacy of the study and assured participants that their information would be treated with the highest level of confidentiality. This approach fostered trust and encouraged honest participation among respondents.

The other limitation was that the participants wanted to know about their role in the study and the relevance to their organization. This was justified by extensive sensitization by the research assistants on the implications of the research as purely academic research whose outcome would improve NGOs' policy and improve welfare services. The researcher relied on the research assistants to submit and receive the completed questionnaires; some were done by phone calls and emails. This also affected the rate of response; the researcher did not therefore achieve the 100% response rate, but the sample size selected was sufficient for the research to continue.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter includes the necessary literature review for this topic. The purpose of the literature study was to look at the relationship between productivity and employee welfare policies in NGOs in Nairobi County, Kenya. While the theoretical framework includes the ideas that are pertinent to the investigation, the conceptual framework explains how the independent variables and dependent variables of this study are related.

#### **2.2 Theoretical Framework**

The theoretical framework is made up of the concepts the researcher uses to explain the study topic (Harrison & Leitch, 2025). The theoretical pillars of employee well-being include welfare behaviors, including reciprocity theory (Thomas & Gupta, 2022). The five theories employed in this study were Maslow's Theory of Motivation, Herzberg's Two Factor Theory, Resource-Based View Theory, and Social Reciprocity Theory.

##### **2.2.1 Human Relations Theory**

The Human Relations Theory, developed by Elton Mayo (1880–1949), emerged in response to the inefficiencies of the Scientific Management Theory. It evolved from a series of experiments known as the Hawthorne Studies conducted at the Western Electric Plant, Hawthorne Works, during the 1920s and 1930s (Dickson & Roethlisberger, 200). The theory established that human relationships, both formal and informal, are critical to productivity. Organizations are viewed as social systems where employees function as interrelated units that motivate one another through psychological and social drives (Emmanuel, 2021). Leadership and employee well-being are therefore central to organizational success. The theory underscores the importance of positive workplace facilities, effective communication, and financial and emotional support in promoting performance and job satisfaction.

In the context of NGOs, which operate with strong social missions, it advocates for welfare practices addressing physical and psychological needs such as healthcare, fair compensation, flexible schedules, and professional growth opportunities (Robbins & Coulter, 2021). Effective communication forms a cornerstone of the Human Relations Theory, as it fosters a sense of belonging and participation among employees. For NGOs in Nairobi, Kenya, where collaboration and teamwork are vital to successful project delivery, open communication channels enhance engagement and collective performance (Muller, Smith & Lillah, 2018). However, critics argue that the theory risks manipulation by focusing excessively on emotional aspects while neglecting technical competencies. It also emphasizes group psychology, which may not always apply to organizations such as NGOs that operate in diverse contexts. Moreover, since the original experiments were conducted nearly a century ago in different cultural settings, their applicability to modern workplaces is limited.

Despite these criticisms, the Human Relations Theory offers valuable insights into the management of NGOs in Nairobi, Kenya. Employees in this sector are often motivated by a shared mission, vision, and social impact rather than purely financial incentives. Therefore, aligning welfare practices with the principles of the theory, such as recognition, inclusivity, and supportive leadership, can enhance motivation, morale, and productivity (Lussier & Achua, 2015). Effective top management that prioritizes employee welfare fosters a positive and inclusive organizational culture, which in turn strengthens performance and organizational commitment (Badre, 2021). While not without its limitations, the Human Relations approach remains relevant for NGOs seeking to balance human needs with organizational objectives and sustain long-term impact.

### **2.2.2 Resource-Based View Theory**

The Resource View Theory was developed by Barney in 1991, a model that assumes that enterprises may be in control of a variety of resources, none of which can be duplicated by other organizations (Rosenberg Hansen & Ferlie, 2014). The resources are unique and create a differentiation value for the organization that leads to a competitive advantage in the market. This theory preserves and upholds that organizations should invent and produce resources in a specific manner that is rare,

that cannot be copied and that cannot be easily replaced for them to develop and maintain a sustainable competitive advantage. In addition, several researchers such as Hitt, Xu and Carnes (2016) contend that organizations have resources that are tangible inputs that transform the organization into productivity such as human resources which are heterogeneous. Further, Ahmed, Khuwaja, Brohi and Othman (2018) argued that employees in an organization can be an extremely important basis of long-term competitive edge, and investment in this resource would greatly steer the organization ahead of its competitors.

Omar, Arbab, Omar and Abdulrahman (2018) refer to the financial support to the employees as one way of improving the human resources to enhance performance. The (RBV) assumes that industrial structure and competitors' actions are minor when it comes to sustained competitive advantage (Rothaermel, 2019). This wide definition confines the meaning of RBV to program efficiency, administrative efficiency, and fundraising efficiency. Ahmed *et al.* (2018) developed a technique for identifying whether a resource may be considered a source of long-term competitive advantage. The most significant aspects of this architecture necessitate very valuable resources that are difficult to get, difficult to duplicate, and difficult to replace. The first of these factors is the value provided to the company's production processes, with each employee's contribution having an impact on the organization's overall performance.

Employees being humans makes them all not the same; they differ in characteristics, their supply is very limited in the market, they are not easily imitated, and they cannot easily be replaced, although the near solution to that is short-term substitutes, this does not necessarily result in a sustainable competitive advantage. Authors like Makina and Oundo (2020), contend that RBV theory ignores the existence of other factors like organizational culture and environment and how they affect performance. Despite the criticism, the RBV theory assisted the researcher in understanding how employee welfare practices related to employee performance in NGOs. The theory guided the first variable of this study, namely employee financial support to human resources enables employees to feel appreciated and worth. This motivates the employees to work hard and achieve the company's goals.

### 2.2.3 Social Reciprocity Theory

The proponents of the model wrote an essay on “Social Behaviour as an exchange”. The applications of the model have developed over the years ranging from workplace to relationships in the family. It is the action of a series of interactions that depend on one another's acts and are interdependent that eventually produce a positive action (Cropanzano, Anthony, Daniels, & Hall, 2016). A sense of reciprocal duties between the employer and employee is fostered via an exchange in kind, in which employers give incentives in kind to employees (Shah & Asad, 2018). It recognizes that people judge the kind activities by results and underlying intents and rewards the kind actions while penalizing the unkind actions (Mboya, 2019).

This theory operates on the principle of reciprocity through the inducement model, where an employer's provision of benefits or incentives motivates corresponding positive behavior from employees, fostering long-term cooperation and trust (Shah & Asad, 2018). It assumes that employees value these benefits, which enhances their commitment and sense of obligation toward the organization (Stinglhamber & Caesens, 2020). The Social Exchange Theory thus explains how fair and meaningful rewards encourage employees to reciprocate with higher effort and loyalty. As noted by KO (2019), performance-based reward systems not only motivate employees but also yield measurable returns through improved productivity and job satisfaction.

Therefore, the HRM in NGOs may apply this theory through employee financial support practices to motivate the employees, thus leading to an improvement in their performance and organizational performance (Ndanyi, 2015). Additionally, Zhu *et al.*, (2023) assert that employees who feel like they work for a supportive corporation perform better because they are more devoted, engaged, and focused on the business. Jia-Jun and Hua-Ming (2022), confirmed this in their research on servant leadership and commitment. This dedication boosts the organization's performance and output. The obligations have a financial impact on the organization (Tsang, 2018). The theory of social reciprocity implies that the more voluntary employee welfare practices the organization gives, the more the employee will work hard to enhance the performance of their organization. The theory has been criticized as simplistic and assumes that

people exchange in one certain way like a linear structure. Employees are not the same and may not behave in a certain way. Despite the criticism, the researcher found this theory applicable to guiding the variable on pension practices to employees.

#### **2.2.4 Herzberg's Two-Factor Theory**

After five years of research on job satisfaction and discontent, the component theory of Herzberg was published in 1959. In accordance with Herzberg's proposition, individuals would be more likely to work for a firm for an extended period if they were motivated and offered intrinsic rewards. When extrinsic circumstances do not motivate employees to perform better, they are not required to work or live in an undesirable environment because this may sap their motivation to work hard and be productive (Ahmad *et al.*, 2023). The idea is therefore pertinent to this study since it considers that there are two types of needs that employees have at work that must be satisfied; otherwise, they would look for ways to satisfy themselves, such as abandoning their positions.

To avoid situations like this in the workplace, human resource managers need to take employee welfare into account. According to a study by Samuel and Chipunza, (2009), performance is indirectly impacted by intrinsic elements such as training and growth for employees, retirement savings practices, emotional support, career prospects, and recreational assistance. The motivation extrinsic factors like competitive pay, a positive work environment, financial support, and job security have an indirect impact. Kong'a, (2014) asserts that both variables of motivation and hygienic aspects influence employee motivation. In other words, Herzberg called these intrinsic factors the motivators and they are what drive motivation from within. Herzberg observed that some of the extrinsic and intrinsic factors unrelated to the workplace, lead to unsatisfactory experiences for employees. These elements, which are referred to as hygiene factors, do not inspire workers but are necessary for a happy workforce. Family relationships, corporate governance policies, supervising or management techniques, employee recognition, and work atmosphere are among these dissatisfiers (Nandi *et al.*, 2020).

According to Chakraborty and Ganguly (2019), a climate of peace at work leads to increased productivity and performance-improving adjustments for the organization. This theory's detractors claim that it is static and assumes the work environment to be static. The work environment is ever-changing and requires a dynamic approach. The theory requires dynamic managers to ensure that the hygiene factors prevail. There is no guarantee that organizations will provide welfare practices throughout due to budgetary constraints or policy change. Despite the arguments above, this theory guided the second variable of recreational practices at the workplace to resonate with the hygiene factors that make the employee happy and motivated.

### **2.2.5 Abraham Maslow's Theory of Motivation**

Abraham Maslow developed the needs theory in 1954. He postulated the concept of a hierarchy of needs, which he believed were fundamental to the human being, in this case, the employee. According to the theory, human motivation is based on five basic needs: physiological requirements, safety needs, interpersonal interaction, and love requirements and needs for self-worth, needs for esteem, and needs for self-actualization. The physiological needs include health, reproduction, shelter, clothes, rest water, and food; Safety needs include emotional wellbeing, security, and financial stability.

Love and interactions include friendships, family relations, intimacy, membership in clubs, and professional and work networks. Esteem includes respect for self and the knowledge that one is valued and has dignity. Lastly, self-actualization involves reaching out to others and developing new talents. Nandi *et al.* (2020) contended that the basis for this theory is the belief that unmet needs lead to tension and an uneasy state of affairs. The bottom needs are basic and motivate people to work. As soon as these needs are fulfilled humans require other needs of safety and security, like good job conditions followed by needs of affection, such as belonging to a club, and then the need for self-esteem such as the need for promotion, the final need is the need for self-fulfilment (Omar *et al.*, 2018). Once the basic need is unmet, the employee is motivated depending on the need and the length. As the basic need is met, then the

need to fulfil the next need emerges until one reaches the final, which is self-actualization. Figure 2.1 illustrates the hierarchy of needs.



**Figure 2.1: Maslow's Hierarchy of Needs**

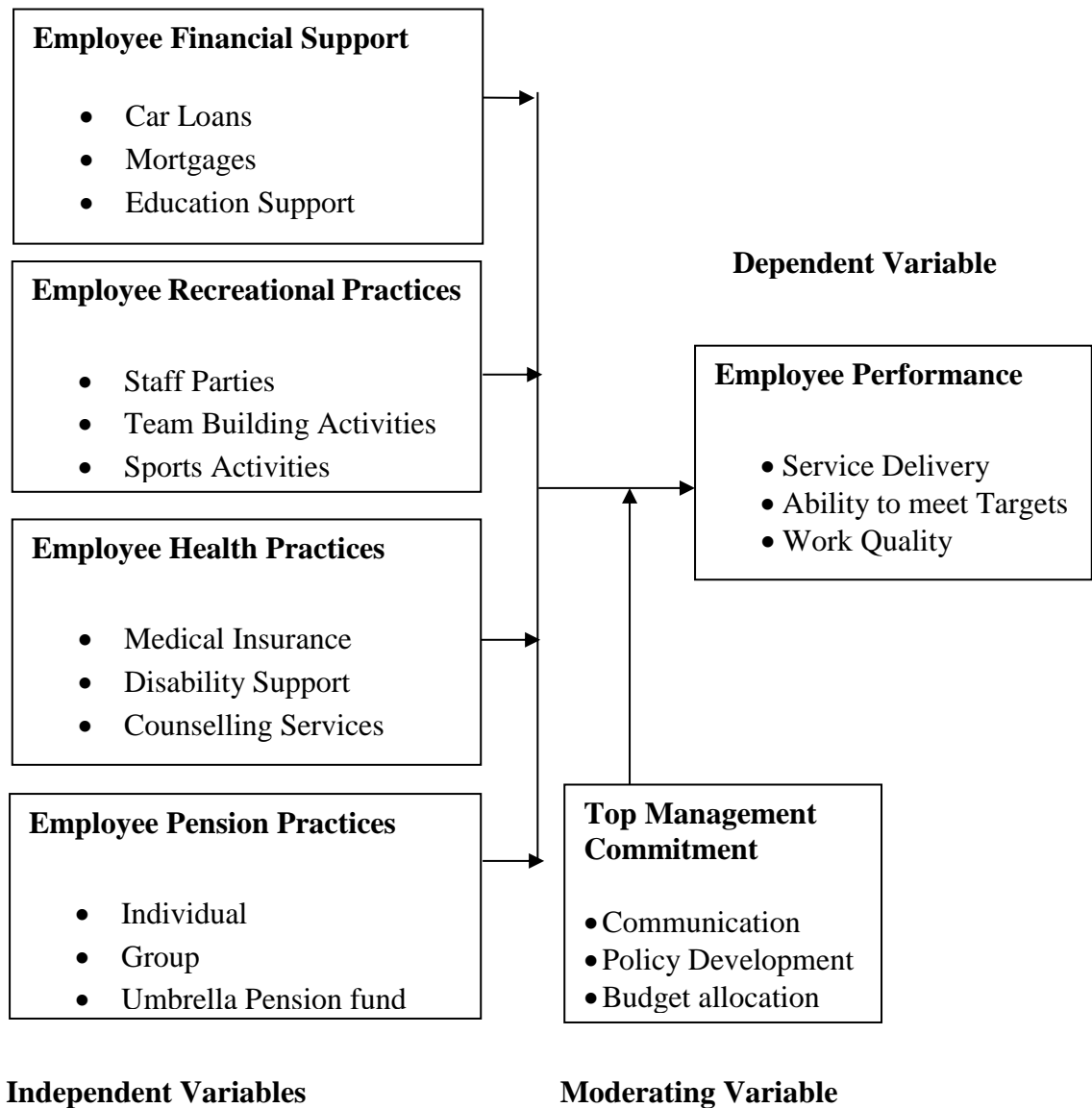
**Source:** McLeod, S. (2014)

Given how this study pertains to employee welfare practices, the theory is relevant. The physiological needs include infrastructure requirements like good housing, an appropriate work environment, approved work hours, and basic salary. The Safety needs include safety at work, employee benefits and welfare practices, medical insurance, and job security. Self-actualization, the final step, includes possibilities for training, competence improvement, skill development, career progression, employee satisfaction, and creative expression (Daft & Marcic, 2016).

The critics of Maslow's theory argue that the order of the needs is not realistic in real life; people do not pursue their needs in a pyramidal manner. This theory may therefore apply only to a few people in certain situations and contexts. Others argue that self-actualization is not linear, where when one need is not fulfilled, you move to the next. Despite its detractors, the theory applies to all four research variables: financial support for employees, recreational practices, wellness practices for employees, and pension practices for employees. The theory relates well to contemporary challenges that affect employees in the work environment. Kaur, (2021) contends that self-actualization is the driving force behind the employees' hard work, of which every employee aims to reach, the apex of self- actualization.

### 2.3 Conceptual Framework

According to Tracy, (2020), a conceptual framework in a research study is a diagrammatic tool to demonstrate the connections and relationships between the independent variables and dependent variables. The dependent variable in this study is employee performance, with the independent variables being employee financial support, employee recreational practices at work, employee health practices, and employee pension practices. Figure 2.2 shows a diagrammatic representation of the relationship between the independent factors and dependent variables of this study.



**Figure 2.2: Conceptual Framework**

### 2.3.1 Employee Financial Support

Employee financial support includes benefits such as credit facilities, mortgages, and education loans offered by organizations (Rigg, 2025). These forms of support foster mutual obligations that can enhance productivity (Ahmad et al., 2023). Employees' responses to such benefits often depend on how they perceive their employer's intentions (Audenaert, Vanderstraeten & Buyens, 2016). According to Amah (2021), access to loans is especially valuable as it enables employees to invest and improve their financial stability.

According to Zhenjing (2022), being able to access money is necessary, especially when it is given to an employee as a form of incentive. Employee welfare includes nearly all areas related to a worker's wellness and personal growth at work. According to Kim (2020), welfare is the act of giving employees financial support. According to the Maslow theory of needs, which was discussed in this study before (Dimuna & Olotuah, 2020), most people agree that having access to money is the most basic human necessity. According to Otieno, Achieng, Waiganjo and Njeru (2022) the enhancement of staff lifestyle is a strong predictor of effective delivery of practices by employees. Saguni, Hamlam and Gusnarib (2021) contend that free interest loans serve as an incentive to employees and recommended a review of staff access to credit facilities in Nigeria.

Kerzner, (2014) studied employee welfare in Malawi, and found that lack of access to money increased anxiety and inconvenienced employees. Access to minor loans was shown to be a key motivator for employees in rural regions (Otieno *et al.*, 2022). Some non-governmental organizations (NGOs) provided for loans in rural areas to improve staff retention. According to Ahmad *et al.* (2023), corporate welfare programs and access to loans can be described as employer-sponsored practices designed to promote access to economic benefits. Patro (2017) argues that employee welfare is financial support, and some businesses employ it as a tactic to increase productivity. Workers value housing that enables them to function effectively. Housing is the second most important human need in Maslow's needs theory. It is still expensive to rent a house,

and most of the employees find it unsustainable to live in rental houses (Dimuna & Olotuah, 2020).

Kraatz *et al.* (2020) examined the comparative value of housing employees in company-owned houses versus enabling them to own homes through mortgage schemes. It is more sustainable and beneficial for organizations to support employees in acquiring housing through mortgage facilities rather than providing direct accommodation. In a related study, Saguni, Hamlam, and Gusnarib (2021) found that mortgage augmentation significantly predicted employee efficiency in Nigeria. Similarly, Feng and Wu (2023) emphasized the need for the Nigerian government to promote equitable housing by offering mortgage insurance to employees.

Saguni *et al.* (2021) further noted that access to mortgage funding served as a strong motivational factor and recommended that the government develop policies to facilitate employee housing through affordable mortgage programs. Correspondingly, Otieno *et al.* (2022) reported that Non-Governmental Organizations (NGOs) in Mozambique were advocating for employee mortgage access or direct housing construction, particularly for staff stationed in rural areas. In Kenya, Onduko, Kaleshu, and Ndiege (2021) found that inadequate housing among the urban poor negatively affected work performance, further revealing that quality housing was largely dependent on income levels. Consequently, they recommended that employers establish or support mortgage schemes to enhance employee welfare and productivity.

### **2.3.2 Employee Recreational Practices**

Recreational activities are things people do for fun, leisure, or amusement. They include entertainment through parties, social events, dinner parties' physical fitness through sports, emotional appeals through birthday celebrations, and anniversaries. They are the organization's activities that assist in increasing the physical and emotional well-being of the workers (Aksoy, Çankaya & Taşmektepligil, 2022). Kugathasan (2020), argue that the health of an employee can be promoted while at work by having workplaces that have integrated recreational practices which include staff parties, team activities, and practices for physical fitness, weight loss, screening for cancer, and sports.

Recreational activities, per Lin *et al.* (2021), reduced health issues and enhanced work performance and service quality. Stress management, according to Ahmad *et al.* (2023), is an element of freedom and security. Workers need entertainment to unwind since they are under pressure to fulfil productivity targets and achieve their objectives. Studies on recreation in the USA found a 32% decrease in common illnesses and a 55% decrease in healthcare expenses. The study also found an increase in productivity by 52% (Ahmad *et al.*, 2023).

Iqbal (2019) argues that programs designed to provide workers with a safe and healthy workplace reduce the cost of employer-funded compensation and disability programs for workers (Iqbal, 2019). Iqbal, further, contends that health and safety measures are examples of work environment assessment of individual workspace. Improving health and safety on the job can be achieved by designing employee welfare practices that may also extend into the personal life of worker. These practices, when provided, often lead to an overall increase in organizational productivity and performance, as established in industrial firms (Iqbal, 2019). Foroudi, Turan, Melewar, Dennis, and Tzempelikos (2024) admit that leisure time allowed workers to feel renewed on an emotional and psychological level.

Recreational opportunities at work have been shown to enhance productivity and overall organizational performance. Nagpal, Kornerup, and Gibson (2021) emphasize that the demand for workplace recreation is higher today than in the past, with large organizations such as Safaricom Limited investing heavily in such facilities. NGOs can adopt similar strategies to boost staff morale and performance (Simonsohn, 2019). Abbas and Arief (2023) found that employees tend to remain longer in organizations that support their personal and professional growth, using recreation as part of employer branding to retain talent. Similarly, Marwa and Juma (2021) and Golicha (2022) observed that effective welfare practices strengthen employee commitment, retention, and overall performance.

The Government of Western Australia report, according to Khushk, Zhiying, Yi, and Liu (2025), emphasized that social recreation promoted a healthy work environment (such as kitchen facilities, providing healthy refreshments, and fresh fruits and

vegetables for snacks at work) and encouraged participation in health-related activities like walking or marathon challenges. Additionally, via professional seminars and talks on the effects of addiction to alcohol, drugs, food, and smoking, mental health education programs urged workers to create healthy attitudes and behaviour. The Western Australian government reached this decision based on study results indicating that unhealthy employees raised healthcare expenses, related to productivity loss, and increased the risk factors for acquiring lifestyle illnesses.

### **2.3.3 Employee Health Practices**

Employee health practices are closely linked to employees' physical and mental health, job satisfaction, and level of workplace involvement (Currie & Chorniy, 2021; Fulmer & Li, 2022; Sehlin, Hedman Ahlström, Andersson & Wentz, 2021; Yeh *et al.*, 2021). These practices significantly influence overall employee performance. Health initiatives such as medical insurance and wellness programs demonstrate an organization's commitment to employee welfare, fostering a healthy and supportive work environment (Currie & Chorniy, 2021). Employees who feel appreciated and recognized by their employers tend to show higher loyalty and job satisfaction (Bouzikos, Afsharian, Dollard & Brecht, 2022). Access to comprehensive healthcare enables timely medical attention and preventive care, leading to reduced absenteeism and improved productivity (Khatri & Assefa, 2022). When employees are confident in their health and financial security, they display greater commitment and engagement, which enhances both performance and retention (Fulmer & Li, 2022; Yeh *et al.*, 2021).

Disability support and counseling practices also play a critical role in promoting employee health and performance. Disability insurance and workplace accommodations enable employees with impairments to maintain productivity and participation at work (Becker & Fiske, 2022). NGOs that embrace such practices foster inclusion, diversity, and belonging among employees with disabilities (van der Zwan & de Beer, 2021). Similarly, Employee Assistance Programs (EAPs) and workplace counseling provide employees with professional support to address stress, anxiety, and work-life challenges (Sehlin *et al.*, 2021). These programs enhance mental health, resilience, and morale, reducing absenteeism and presenteeism while nurturing a

supportive and compassionate work culture (Bouzikos *et al.*, 2022; Bickerton & Miner, 2023). Ultimately, disability and counseling practices create a psychologically safe workplace that motivates employees to perform effectively and remain committed to organizational goals.

Further, empirical studies reinforce the connection between employee health initiatives and performance outcomes. Geldart and Alksnis (2020) emphasized the importance of identifying human resource needs that enhance individual and organizational performance. Njihia, Nzulwa, and Kwena (2020) found that physical fitness programs improved morale, productivity, and work quality, while Sibota, Omari, and Momanyi (2024) established that mental wellness and recreational activities enhanced focus, teamwork, and satisfaction. The findings showed that physical fitness and mental health were strongly correlated with employee performance, while workplace entertainment had a relatively lower but still positive influence. Overall, the research highlights that integrating health, fitness, and counseling initiatives into organizational welfare policies strengthens employee well-being, productivity, and retention, key drivers of success in NGOs and similar institutions.

#### **2.3.4 Employee Pension Practices**

Employee pension practices, including individual, group, and umbrella pension schemes, significantly influence employee performance and well-being by promoting financial security, long-term planning, and job satisfaction. Umbrella pension services provide a collective retirement savings structure for employees from different organizations, pooling funds under a registered trust such as the Ngao Umbrella Pension Scheme in Kenya (Britam, 2025; Kibata & Njeru, 2023). Group pension plans, on the other hand, are organized within a single organization, while individual pension schemes enable employees to save independently for retirement. These initiatives offer employees a stable mechanism for post-employment financial security, reducing anxiety about future income and enhancing peace of mind.

Access to reliable retirement savings plans reduces financial stress and improves overall mental health among employees (Ogunsemi *et al.*, 2023; Pérez-Viana, 2021). When employees feel financially secure, they can better concentrate on their work, leading to improved productivity and job satisfaction. Almenberg *et al.* (2021) found that retirement savings plans cultivate a sense of financial independence and control over one's future, positively affecting overall quality of life. Financially stable employees demonstrate greater engagement and focus, which translates into enhanced organizational performance. Thus, pension practices not only support employees' personal financial goals but also create a more stable, motivated, and productive workforce.

Pension practices also encourage a culture of long-term financial planning and commitment within organizations. Employees who participate in pension programs tend to align their career goals with the organization's vision, fostering loyalty and continuity (Gubler *et al.*, 2020). This sense of shared future encourages employees to invest their effort toward sustained organizational success. Irungu (2021) noted that employees who view themselves as integral to the company's long-term direction are more committed and performance-oriented. In this sense, pension practices reinforce both individual responsibility and organizational resilience, bridging personal and corporate growth objectives.

Furthermore, attractive pension benefits, such as group and umbrella pension schemes, enhance employee satisfaction, retention, and organizational loyalty. Employees often view pension plans as a valuable part of their total compensation package, and competitive benefits play a key role in attracting and keeping top talent (Seidl, Neiva, Noone & Topa, 2021; Adler & Gellman, 2022). Research shows a strong link between pension benefits and employee retention, as workers are more likely to remain in organizations that invest in their long-term financial security (Yan, de Bloom & Halpenny, 2024). Satisfied employees, in turn, exhibit greater commitment, reduced turnover intentions, and a stronger drive to contribute to organizational goals (Piszczek & Pimputkar, 2021).

### **2.3.5 Top Management Commitment**

Top management is the corporate leader in an organization that includes titles like managing director, executive director, chief executive officer, Founders of the organization, and chairman, in some cases, they are sometimes referred to as presidents (Yaacob *et al.*, 2019). Employees within a NGOs establish a feeling of purpose and direction as a result of the dedication of the senior management. When senior management is perceived as being serious about the vision and values of the organization, employees are more likely to feel inspired and engaged at work (Mehralian, Moradi & Babapour, 2022).

Engaged employees are known to be more dedicated to achieving organizational objectives, leading to increased productivity and improved performance (Arshad & Ming, 2024). This is critical for employee well-being because it promotes a healthy work environment for NGOs to achieve their mission and societal objectives. When top management prioritizes employee health, work-life balance, and mental well-being, it fosters a positive and supportive organizational culture (Bickerton & Miner, 2023). The likelihood of workers experiencing greater levels of job satisfaction and less burnout is higher especially those who feel respected and supported by upper management. This, in turn, positively influences employee health and performance.

Employee empowerment and autonomy boost employee health and performance in NGOs where the top management demonstrates commitment. Employees experience a better sense of control and competence when given the freedom to make decisions and take ownership of their jobs (Mehralian, Moradi & Babapour, 2022). Employees who feel empowered are more likely to be creative, proactive, and willing to go above and beyond, which improves organizational results (Pirzada *et al.*, 2023; Yasir & Khan, 2020). It has a major role in transparent communication and setting clear organizational goals enhances Employee health and performance. For example, effective communication ensures that employees understand the organization's mission, objectives, and expectations, reducing ambiguity and confusion (Mehralian, Moradi & Babapour, 2022).

When employees have a clear sense of direction, they can align their efforts with organizational goals, contributing to improved performance (Girma, Nigussie, Molla & Mareg, 2021). Commitment to employee learning and development is critical for building a skilled and motivated workforce. When top management invests in training and professional development opportunities, employees feel valued and supported in their career growth (Lorinkova & Bartol, 2021; Scott-Young *et al.*, 2019; Wu & Cormican, 2021). This commitment to continuous learning enhances employee capabilities and job satisfaction, resulting in improved performance and productivity (Javed, Omar, Bashir & Khan, 2020; Wang, Su, & Sun, 2022). Therefore, top management commitment significantly influences Employee health and performance in NGOs.

### **2.3.6 Employee Performance**

In today's labour market, a company's ability to attract and keep competent personnel strongly corresponds with the value of its benefits and compensation package. To attract and retain employees, new and enticing salary structures are created every day (Kolade, 2024). Employees represent all human talents, both inherent and taught and their value may be increased by investing in the right training and education (Li, Yu, Huang, Zhou, Yu, & Gu, 2021). Therefore, businesses must seek employee welfare strategies to maintain their employees' happiness and engagement, including better pay and perks. The measure of a person's living level may be monetary or non-monetary. The welfare system includes benefits like pay, housing, transportation, health insurance, retirement plans, family leave, canteens, sick days, childcare programs, financial aid, and educational possibilities.

Employee health practices, such as employee financial support, recreational practices, health practices, and pension practices, can have a substantial impact on elements that affect employee performance, including service delivery, timely delivery, and work quality. Financial stress can negatively affect employee performance and service delivery (Basyouni & El Keshky, 2021). Offering financial support, such as emergency funds or loans, can alleviate employees' financial burdens and reduce distractions at work, leading to improved service delivery.

Having a stable financial situation has a beneficial impact on both performance and work gratification (Abi-Jaoude *et al.*, 2020; Mohamed *et al.*, 2019). Employees who are confident about their financial situation because they are less prone to be diverted by financial issues, and they're more able to stay focused on their tasks. This can lead to improved service delivery as employees can dedicate their full attention to their tasks and responsibilities. Providing recreational practices, such as sports facilities or wellness programs, can improve employee work-life balance and reduce stress (Piszczek & Pimputkar, 2021). Engaging in recreational activities can positively influence employees' mood and overall well-being, which may translate into better service delivery.

Engaging in recreational activities can reduce stress, improve mood, and enhance overall job satisfaction (Reddy *et al.*, 2021). Employees who are physically active and have opportunities for relaxation are likely to be more energized and motivated at work. This positive workplace culture can have a positive impact on work quality as employees may feel more supported and valued in their roles. Access to health practices, such as medical insurance and preventive care, can promote employee well-being and reduce absenteeism due to illness (Kisakye *et al.*, 2016). Access to healthcare practices and counseling can reduce health-related stress and improve employees' overall health and mental well-being (Bouzikos *et al.*, 2022).

Workers who are in good health are far more inclined to report to work and be effective, which helps with timely project completion. Offering pension practices that promote long-term financial planning can create a sense of security among employees, which may result in reduced financial stress and distractions at work (Bickerton & Miner, 2023). Financially secure employees may be more focused and better equipped to meet project deadlines promptly. Employees who are physically and psychologically well are more likely to be effective and perform well at work. According to research, employee happiness is linked to better levels of job satisfaction and performance (Sehlin *et al.*, 2021). Financial stress can impact employees' mental well-being and focus, potentially leading to decreased work quality (Pérez-Viana, 2021). Offering financial support can reduce employees' financial worries and enhance their ability to concentrate on their work, contributing to improved work quality.

Access to health practices can enhance employees' physical and mental well-being, increasing employee engagement and job happiness (Bouzikos *et al.*, 2022). Happy and engaged workers are more likely to put up their best performance, which leads to higher-quality work. Pension practices let workers know that the company is concerned about their future financial stability (Seidl *et al.*, 2021). This sense of security and support may positively impact employees' dedication to their work and the quality of their outputs. Offering pension benefits is associated with improved job satisfaction and employee retention (Yan, de Bloom & Halpenny, 2024). In this study, employee performance was measured in terms of service delivery, timely delivery and work quality.

## **2.4 Empirical Review**

Financial assistance is the term used to describe the financial resources and advantages that are made available to employees by their respective employers. These consist of things like finance through salary, bonuses, health insurance, and retirement benefits, among other such items. Financial assistance may have a number of different effects on the performance of workers. To begin, workers are inspired to put forth more effort and perform better when they are offered cash incentives and prizes. For instance, if a person is given a bonus for reaching particular performance objectives, they may be more motivated to put in more effort to accomplish those targets. This is because the bonus is contingent on the employee hitting those criteria.

Second, the availability of economic assistance has an impact on the overall degree of work satisfaction experienced by a person. Third, the availability of financial aid affects an employee's general health and quality of life. Employees who have a secure financial foundation and access to resources such as health insurance are more likely to be able to focus on their work and perform at a high level, rather than worrying about financial stress or health issues. This is because they do not have to worry about whether or not they will be able to pay their bills or stay healthy. As long as it is done in a manner that is fair and transparent manner, offering financial assistance to employees may be an effective approach to boost employee performance.

### **2.4.1 Financial Support and Employee Performance**

Financial assistance is shown through the supply of money and other rewards to employees. Salary, bonuses, health insurance, and pension plans are examples of benefits. Because of their effect on worker motivation, job happiness, and general well-being, employee performance may be significantly impacted by financial incentives (Noor & Tunnufus, 2024). Many employees are strongly motivated by the promise of financial gain; so, incentives such as compensation benefits are used (Singh, Singh, & Srivastava, 2020). Second, financial help may have an impact on an employee's contentment with their current job. Employees who believe they are sufficiently rewarded and have access to a comprehensive benefits package are more devoted to their jobs and hence more productive.

Considerable rewards include a high base income, project completion bonuses, and (to a lesser extent) other monetary perks. Everyone wants a more secure financial future in today's volatile economic environment. Consideration of this as a motivator is, therefore, unavoidable (Robescu & Iancu, 2020). The extent to which staff members participate in choices that affect their careers is also a strong predictor of whether or not they trust their managers. This participation may occur in person, via in-depth meetings and conversations, or online, through the submission of opinions via email. The most important thing for employees is that their input will be included in the final decision. Individual and group efforts depend on leadership input. In addition, Wainaina, Iravo and Waititu (2020), avowed that employee job effectiveness is positively correlated with employee involvement in decision-making.

Recognizing workers' contributions is likewise important, but managers must keep in mind that doing so may leave some employees feeling unappreciated. There is no one "right" method to show gratitude; rather, there are many. A manager may thank employees personally or in front of their co-workers, offer them a day off, or give them little gifts. By paying close attention to employees, you will boost morale regardless of whether they are recognized or not. Offering financial assistance to employees, if done fairly and transparently, maybe a successful approach to increasing employee performance.

Employee performance is improved in a more trustworthy and pleasant workplace, as well as a more optimistic outlook. In conclusion, both monetary and non-monetary rewards are essential for the success of both people and businesses, and both must be utilised. Motivated employees are invested in the company's growth and willing to offer their expertise to its success. As a result, the company may save money on training expenses and have competent employees. Abubakar, Esther and Angonimi (2020) focused on the effect of financial and non-financial incentives on staff performance. Findings from the study has shown that financial and non-financial incentives affect employees' performance.

While financial incentives are critical to motivate employees in Peninsula to make ends meet and better their socioeconomic status in an unstable economy in Lagos, where prices are skyrocketing and salaries cannot match with prices of goods and services, non-financial incentives also cannot be overemphasized. Kalima and Kabubi (2021) focused on the effect of financial motivation on employee performance in local government: The Kasama Municipal Council Perspective. The study adopted a descriptive research design and used both qualitative and quantitative approaches. The study concluded that motivational packages can lead to better service delivery in different institutions as they bring positive results on the employees' performance. The study also concluded that salary delays negatively affect the performance of employees, as supported by Maslow`s hierarchy of needs theory.

Agbenyegah (2019) focused on the effect of financial and non-financial rewards on employee motivation in a financial institution in Ghana. The study used qualitative methodology with an exploratory approach and was supported by a survey strategy. While financial rewards are critical to motivate employees in order to make ends meet and better their socio-economic status in unstable economy in Ghana where prices are rocketing and salaries cannot match with prices of goods and services; non-financial rewards also cannot be overemphasized. The researchers therefore concluded that when employers pay attention to employees' financial and non-financial challenges, it will result to overall benefits of the organization. Kuya and Kalei (2022) focused on influence of financial incentives on employee performance in Ferry Service, Mombasa County.

The research employed a descriptive survey study design. The study found that financial incentives were administered by the organization to which salary and fringe benefits highly influence employee performance the most while bonus was found to be the least since not all employees were benefiting from the incentive except a few employees who represent a quarter of the total employees. Lee and Kim (2019) focused on financial support and university performance in Korean universities: A panel data approach. This study uses financial support data of 148 universities from 2009 to 2017. To investigate the relationship between university financial support and performance, we use panel Granger causality testing and panel vector auto-regressive modeling. The results show that both central and local governmental financial support have an endogenous association with students' job-finding rates.

However, local governmental financial support and research performance show a reverse causality association. This study uses financial support data of 148 universities from 2009 to 2017. To investigate the relationship between university financial support and performance, we use panel Granger causality testing and panel vector auto-regressive modeling. The results show that both central and local governmental financial support have an endogenous association with students' job-finding rates. However, local governmental financial support and research performance show a reverse causality association.

#### **2.4.2 Employee Recreational Practices and Employee Performance**

Previous research with other names has established a connection between employee welfare policies and performance (Tran, 2018). The study was relevant in showing the link between employee recreational practices and performance, but it failed to show the relationship between financial, social security, and wellness practices and employee performance. According to Ndolo, (2020), the National Police Service lacked proper employee welfare procedures, and those that did exist were poorly implemented. According to Anitha, (2016), investing in workplace leisure is one method to demonstrate to workers how valuable they are to the firm. To achieve work-life balance, leisure and recreation are frequently used (Pandey & Risal, 2024).

Leisure activities, especially job-specific breaks, enhance employee commitment and overall well-being (Orok-Duke, Sackey, Usiabulu & Bassey, 2016). Studies show mixed effects of team-building on performance, while Bidabad (2018) found it boosts productivity, and Marques-Quinteiro *et al.* (2019) observed potential negative correlations when poorly structured. Employee welfare facilities have been shown to elevate self-worth and intellectual capacity, leading to greater efficiency (Sypniewska, 2023). When employees are mentally refreshed and possess the right skills, they are more motivated and capable of achieving organizational goals (Kennedy, Dunsmuir & Cameron, 2017). Ultimately, providing employees with opportunities to rest and rejuvenate enables them to perform better and gives organizations a competitive advantage.

According to Shenoy and Aithal (2016), the chance for workers to learn and develop job and career-improving abilities is a major component in employee engagement and retention. They added that this is a chance to produce devoted, growing employees who would benefit the business and them personally through opportunities for team building and professional advancement. When conducting their survey on staff growth and employee welfare practices and their influence on productivity in three Ghanaian special libraries, Murimi (2020) reports that they discovered that the organization had staff growth policies and training programs, as well as staff welfare practices, as part of its incentive programs and motivations. Therefore, leisure time is a component of employee health practices; this research was done in the private sector of Ghana's economy rather than in NGOs.

It is generally known that workplace recreation has beneficial and significant benefits on employee performance indicators, such as job happiness (92%), service quality and customer satisfaction (72%), and improved productivity (77.5%). The study concluded that leisure was crucial to worker performance. It stimulates collaboration, encourages cooperation, and improves staff well-being, all of which have a positive effect on productivity, fulfilment with work, service quality, and client happiness. Similarly, Kariuki (2013) conducted a study on Employee health programs at big industrial enterprises in Nairobi, Kenya.

According to the report, the majority of organizations (94.4%) offered employee welfare programs. These comprised, among other things, sick leave, bereavement, and counselling programs. These included medical coverage, counselling programs, pay raises, and relocation assistance. In addition, Choi and Ha, (2018), refer to it as psychological wellbeing where people feel happy until they perceive themselves as happy (Yan, Irfan, & Tahir, 2020).

Mercanoğlu and Şimşek (2023) focused on the impact of employee recreation on their respective productivity. The research was carried out according to the Solomon Four Group Design. An employee recreation program covering 6 days a week was used as the intervention. The program was implemented for 6 weeks. The research group consisted of 101 employees of a medium-sized workplace in an Organized Industrial Zone. Significant differences were found in both within-group and between-group comparisons. As a result of the study, it was found that the employee recreation program had a large and positive effect on employee productivity.

Suwal and Uprety (2023) focused on the impact of recreational activities on employee productivity of Nepalese Commercial Banks. Quota sampling technique was applied to acquire the data from different categories of commercial banks. Primary sources of data have been used for the study along with cross sectional research design. Structured questionnaire was also designed and used for the study. It concluded that there is a moderate positive relationship between each independent variable, i.e., physical fitness activities, mental health activities and entertainment activities and dependent variable, that is, employees' productivity. Enenifa and Akintokunbo (2020) focused on workplace recreational activities and employee effectiveness in deposit money banks in Yenogoa Bayelsa State, Nigeria. The study adopted a cross-sectional survey in its investigation of the variables. Findings from the data analysis revealed that there is a significant the relationship between workplace recreational activities and employee effectiveness in Deposit Money Banks in Yenogoa, Bayelsa State.

Patrick, Mukherjee, Kareem, and Prabakaran (2023) focused on how recreational facilities at the workplace affect employee well-being through nurturing support and bonding. This is empirical research, and it throws light on the impact of recreational

activities on the satisfaction level of employees working in the hotel industry. The target population includes the employees working in the hotel industry at various grades across Delhi and the NCR region. The percentage of respondents agreeing with the fact that activities are effective towards the physical and psychological well-being of employees was 73% 48% of the respondents agree that such activities are a part of the rewards and benefits scheme. All the stress element goes away, and they can better focus on their work.

Kukoyi and Ijose (2023) focused on recreation and holiday practices among workers in manufacturing companies in Nigeria. Purposive and availability sampling was further used to select companies above ten years old and workers that have spent above five years and willing to partake in the study. Snow-balling method was lastly employed to select 300 respondents from the companies. Data were collected through the use of questionnaire and further analyzed and presented through the use of tables, chart, simple percentages, and t-test. The results revealed that there is no significant relationship between recreation and holiday practices and employee job satisfaction. The study, however, found that there is a significant relationship between recreation and holiday practices and employee performance.

### **2.4.3 Health Practices and Employee Performance**

Employee health practices have a big influence on how well employees perform by promoting physical and mental well-being, reducing absenteeism, and increasing overall job satisfaction. These practices encompass various aspects, including medical insurance, preventive care, counseling, and wellness programs, which contribute to a healthier and more engaged workforce. According to Jurėnienė and Andre Stonyte (2015), welfare accounts for healthy people since they have a positive work attitude, which results in better service delivery inside the company in addition to increasing their happiness and emotional quotient.

According to Muruu, Were and Abok (2016), in the study titled " Welfare Program Impacts on Public Sector Employee Satisfaction: A Case Study of the Public Service Commission," the researcher promotes employee well-being as a source of incentive for employees and increases both the workforce's effectiveness and creativity in

addressing particular managerial challenges, which results in improved performance. This research focused on employee performance rather than organizational performance.

Employee health practices, such as medical insurance and access to preventive care, play a vital role in promoting employees' physical health (Enenifa & Akintokunbo, 2020). Regular health check-ups and preventive measures help identify and address health issues early, reducing the risk of serious illnesses and improving overall well-being. Employee health practices also focus on addressing mental health needs. Counseling practices, Employee Assistance Programs (EAPs), and stress management initiatives contribute to reducing stress and enhancing employees' mental well-being (Sehlin *et al.*, 2021). Improved mental health positively influences job performance and productivity. To meet the demands of employees in terms of mental health, employee health practices are quite important. Employees are better able to manage stress, anxiety, and personal issues as a result, which improves mental health (Bouzikos *et al.*, 2022). Favorable mental health has been linked to higher levels of job satisfaction and engagement at work, both of which have a favorable impact on employees' performance (Pirzada *et al.*, 2023; Yasir & Khan, 2020). NGOs that offer employees access to adequate health practices are more likely to address health concerns promptly, leading to reduced absenteeism (Yeh *et al.*, 2021).

Medical care and preventive health programs contribute to employees' physical well-being because healthy employees are less likely to experience illness-related absenteeism, leading to reduced work disruptions and improved productivity (Enenifa & Akintokunbo, 2020). A study by Goetzel *et al.*, (2014) found that effective workplace health programs can lead to a decrease in absenteeism, translating into cost savings for organizations and increased work output. Employee health practices contribute to higher job satisfaction among employees through improved access to health practices and medicine (Currie & Chorniy, 2021).

Work-life balance is important for employee happiness and well-being and can be supported by employee health practices (Piszczek & Pimputkar, 2021). Higher work satisfaction is more likely to be reported by employees, which fosters greater

dedication to the company and improved job performance when they feel that their work and home life are in balance. Additionally, health and wellness activities, such as stress-reduction programs or fitness courses, improve employee morale and job satisfaction by fostering a good work environment (Bickerton & Miner, 2023). Employees who are engaged are more likely to be committed to their work and perform at greater levels. Employee health practices contribute to employee engagement by providing resources and support that enhance employees' physical and mental capacities (Yasir & Khan, 2020). When employees feel their health needs are adequately addressed, they are more likely to be present, focused, and productive at work, leading to improved overall performance.

There is a clear connection between worker productivity and health, according to research. A study by Marshall, (2020) showed that employees who participated in a wellness program exhibited higher levels of job performance and reduced productivity-related costs for the employer. Additionally, healthy employees are more likely to be energized and focused on their tasks, resulting in enhanced work quality and efficiency (Salas-Vallina *et al.*, 2020). Employers that prioritize employee health practices create a positive organizational culture that values employees' well-being (Bickerton & Miner, 2023).

Such a culture encourages a sense of dedication and loyalty among workers, which results in higher employee retention and lower turnover rates (Goetzel *et al.*, 2014). High employee retention is associated with better knowledge retention, skill development, and performance of employees. Lari (2024) did a longitudinal study on the impact of occupational health and safety practices on employee productivity. The research adopted a mixed-methods approach, using both qualitative and quantitative data. Surveys were administered to 293 employees before and after OHS interventions. Productivity data were collected correspondingly. Qualitative insights came from discussions with the company's QHSE director. Data revealed that OHS interventions can enhance workplace ambiance and significantly boost employee productivity.

Okechukwu and Chizoba (2022) focused on occupational health safety practices and employee performance in manufacturing firms in Enugu State. Regression analysis

was used to examine the data. The findings revealed that there is a significant positive relationship. In Enugu State, Nigeria, there is a link between safety planning and manufacturing output. There was a significant positive relationship between the training program and the quality of service in manufacturing firms in Enugu state, Nigeria. According to the findings, safety planning and training programs had a positive impact on the output and service quality of food and beverage manufacturing firms in Nigeria's Enugu state.

Segbenya and Yeboah (2022) focused on the effect of occupational health and safety on employee performance in the Ghanaian construction sector. This study employed the descriptive research design from the quantitative approach, and a sample of 120 employees was drawn out of 200 workers from the sector. Means, standard deviations, and multiple regression were used to analyze the data. The study found that OHS policies in the construction sector had a statistically significant effect on employee performance and related well with the best international practices. However, the construction sector lacks regular health and safety induction, orientation, and refresher courses for construction workers. Hence, there were still occupational accidents and diseases affecting workers in the sector.

Worker's fear being sacked; therefore, they hardly report pains and injuries suffered at the construction sites. Also, construction workers felt that the high cost of training could explain why employers were not providing regular refresher training and induction training on OHS in the workplace. Oduor (2021) focused on occupational health and safety practices on employee performance in Beverage Manufacturing Firms in Nairobi City County, Kenya. The study adopted an experimental research design. There was a weak positive relationship, which was statistically significant, between safety training practices and employee performance.

There was a weak negative relationship, which was statistically significant, between hazard control practices and employee performance. There was a strong positive relationship, which was statistically significant, between workplace safety inspection and employee performance. There was a moderate positive relationship, which was statistically significant, between safety record and employee performance. The safety

training practices and hazard control practices were not significant predictors of employee performance. The workplace safety inspection and safety record statistically significantly predicted employee performance. The occupational health and safety law statistically significantly moderates the relationship between occupational health and safety practices and employee performance.

#### **2.4.4 Pension Practices and Employee Performance**

The literature on pension practices in Kenya explores their efficiency, importance, and challenges. Employee performance, defined as the degree of productivity and effectiveness in achieving organizational goals, is strongly linked to job satisfaction (Ali *et al.*, 2016). Studies show that satisfied employees tend to be more motivated, engaged, and productive, with lower absenteeism and turnover (Hsieh & Tung, 2016; Valaei & Rezaei, 2016). Pension practices, such as individual and group pension schemes, enhance employees' financial stability and security for retirement, which in turn reduces stress and improves focus at work (Hess *et al.*, 2021; Seidl *et al.*, 2021). By demonstrating care for employees' long-term welfare, pension plans promote organizational commitment and satisfaction (Adler & Gellman, 2022).

Competitive pension schemes can also strengthen employee retention and attract top talent, particularly in NGOs where benefits often drive loyalty (Yan, de Bloom & Halpenny, 2024). Organizations offering robust pension plans retain experienced staff and institutional knowledge, improving overall effectiveness (Hess *et al.*, 2021). Such practices enhance an organization's reputation as a supportive employer and foster a positive culture of trust and cooperation (Cooper, 2014; Adler & Gellman, 2022). When employees perceive that their long-term security is valued, morale and teamwork improve, translating into higher performance and stronger organizational success.

Beyond the workplace, pension systems play a vital role in promoting social and economic stability. Globally, pension benefits have lifted millions out of poverty, particularly among the elderly (Butrica & Smith, 2012). In Kenya, schemes such as the NSSF have significantly improved retirees' welfare and provided financial protection to low-income households (Okoth, 2015; Kariuki & Kiiru, 2021). Studies

also indicate that pension programs reduce income inequality by supporting low- and middle-income families (NASI, 2017; Favreault & Johnson, 2018). Consequently, pension practices contribute not only to individual well-being but also to national economic equity and poverty reduction.

However, challenges persist in ensuring the sustainability and inclusiveness of pension systems. Rising healthcare costs and an aging population raise concerns about long-term financial viability (Solomon, 2016). Administrative complexities can delay benefits and disadvantage vulnerable groups (Thomas & Gupta, 2022). In Kenya, limited coverage remains a major issue, as many employees, particularly in the informal sector, lack access to formal pension or social security programs (Kariuki & Kiiru, 2021). Addressing these challenges is essential to strengthen pension systems and enhancing their impact on both employee welfare and national development.

Furthermore, given the high levels of informal employment and the government's limited capacity to fund these programs, their sustainability is also in doubt. Remi and Agbolahan (2020) did an assessment of the impacts of the pension system reforms on employees' performance and retention in Nigeria Distilleries Limited, Lagos, Nigeria. This study was designed to examine whether the reforms have contributed significantly to addressing employees' post-work-life concerns and how such assessments impact their performance. Specifically, the paper examines if a relationship exists between the new pension reform act and employee retention, as well as organizational performance, using a sample of employees of Nigerian Distilleries Ltd. The findings show that there is a significant relationship between the New Pension Reform Act and employees' performance. Also, the New Pension Reform Act has a positive effect on employees.

Egye and Ramli (2024) focused on the contributory pension scheme and employees' productivity in the Nigerian Public Service: A Theoretical Review. The paper adopts the exploratory and content method analysis of various relevant literatures to review the concepts of contributory pension scheme and employee productivity in the Nigerian public service. It concludes that the implementation of the scheme is hampered by challenges of delay in payment of retirees' benefits, lack of adequate

investment of pension funds and low monthly pension paid to pensioners. Also, retired employees in the Nigerian public service find it difficult to access their retirement benefits as and when due, thereby making life difficult for them and the ugly situation occupied the minds of workers in Nigeria and has contributed to low productivity in the service.

Tayari (2019) focused on the influence of pension schemes' financing structure on the performance of pension funds in Kenya. The study employed a casual research design. The study findings revealed that retained earnings and performance (ROA) are positively and significantly related; amount of contributions and performance (ROA) are positively and significantly related; share capital and performance (ROA) are positively and significantly related; accruals and performance (ROA) are positively and significantly related; and adherence to regulation and performance (ROA) are positively and significantly related. Further, the study findings revealed a statistically significant moderation effect of adherence to regulations on the influence of independent variables (retained earnings, number of contributions, and accruals) on performance.

Ondieki (2022) focused on retirement fund characteristics and the financial performance of pension schemes in Kenya. This study used a descriptive study design. The population comprised all 1342 registered pension schemes, and a purposive sampling was conducted to select schemes that have been in existence for the last ten years. The results showed that asset allocation, fund size, and fund design plans had a positive impact on the financial performance of the pension schemes. The results also showed that regulations had a significant moderating effect on the relationship between asset allocation, fund size, and fund design plans and financial performance of pension schemes.

#### **2.4.5 Top Management and Employee Performance**

Studies have emphasized top management's vital role in organizational success and employee outcomes. Mehralian, Moradi and Babapour (2022) study in various organizational contexts has shown that the function of senior management is crucial in shaping an organization's culture, values, and strategic direction. In the context of non-

governmental organizations (NGOs), which operate in complex and dynamic environments, the impact of top management commitment becomes critical. Studies by Deng, Huang, Cheung and Zhu (2021) and Hamann and Foster (2019) found that Non-profit organizations often deal with limited resources, multiple stakeholders, and a strong focus on social impact and mission achievement. Consequently, the commitment and leadership of top management is critical in steering an NGO towards achieving its goals and strategic mission ((Javed, Omar, Bashir & Khan, 2020; Wang *et al.*, 2022).

Research studies conducted by (Belias & Koustelios, 2014; Engida, Alemu & Mulugeta, 2022; Brett, 2022) on the non-profit sector has found that top management commitment significantly influences employee motivation, happiness at work and dedication to the company. A preliminary study by Steinmann, Klug and Maier (2020) found that, as demonstrated by his Goal Setting Theory, senior management commitment has a direct influence on employee performance. Steinmann *et al.* (2020) stated that highly devoted and driven employees frequently exhibit better levels of performance. A useful theoretical perspective on the effect of top management commitment on staff performance in NGOs is provided by the transformational leadership theory. Khan *et al.* (2020) have argued that effective managers encourage and uplift their subordinates through their commitment to shared goals, fostering positive work attitudes and improved performance. Top management commitment to policy development involves creating and implementing organizational policies and guidelines that align with the NGO's mission, vision, and values.

Research has shown that well-defined policies can provide clarity and direction to employees, ensuring that their actions are consistent with the organization's goals (Pervaiz, Li & He, 2021). Policies can also help in establishing a fair and transparent work environment, promoting employee trust and satisfaction. Effective policies related to employee development, performance evaluation, and conflict resolution can foster a positive organizational culture that supports employee growth and well-being (Lorinkova & Bartol, 2021; Wu & Cormican, 2021).

When top management demonstrates commitment to policy development and ensures their proper implementation, it can lead to improved employee morale, commitment,

and ultimately enhanced performance in NGOs. Open and effective communication is crucial in NGOs, as they often operate in dynamic and fast-paced environments where decisions can have a significant impact on the organization's mission. Research has shown that communication practices, particularly transparent and timely communication from top management, can positively influence engagement of employees and work happiness (Mehralian, Moradi & Babapour, 2022). Employees who feel well-informed and involved in decision-making are more likely to be motivated and committed to achieving the NGO's objectives (Pirzada *et al.*, 2023; Yasir & Khan, 2020).

Communication plays a critical role in disseminating organizational goals, strategies, and performance expectations throughout the NGO, ensuring that all employees are aligned with the organization's mission (Girma *et al.*, 2021). Top management commitment to budgetary allocation involves ensuring that resources are strategically distributed to support the NGO's mission and operational objectives. Proper budget allocation to essential areas, such as capacity-building, employee training, and project implementation, can significantly impact employee performance and organizational effectiveness (Wanga, 2022; Mutezinkindi, 2022). Adequate funding for employee development programs can enhance their skills and competencies, leading to improved job performance (MacKenzie, 2022). Moreover, transparent and fair budgetary allocation practices can build trust and confidence among employees, encouraging a sense of responsibility and dedication to attaining the organization's aims (Hamann & Foster, 2019; Deng *et al.*, 2021).

Inadequate budgetary allocation and resource constraints can negatively impact employee morale and hinder the NGO's ability to carry out its mission effectively (Kabeyi, 2019). Thus, top management's commitment to responsible and strategic budgetary allocation is vital for maximizing employee performance and organizational outcomes in NGOs. Leaders maintain stability by adopting several leadership philosophies in a variety of circumstances. This research reveals that leaders have two fundamental tasks. As precious assets, retaining talented personnel is a crucial duty.

The second objective is to increase worker productivity. According to Ogbeibu, Senadjki and Luen Peng (2020), staff retention is strongly tied to the culture of an organization. There are numerous retention tactics accessible, including incentive and recognition programs, training and development opportunities, work schedule alterations, monetary rewards, and more. Employee retention techniques have a favorable impact on or are connected to employee work performance; hence, the firm's management should apply these methods to retain personnel to enhance job performance (Ogbeibu *et al.*, 2020). Therefore, the company needs to find qualified candidates for employment. Executives should make a concentrated effort to keep their most valuable personnel in order for the firm to realize the rewards of its investment in them, such as training and development programs.

CEOs must manage their companies to achieve a head start in the present business environment. Maintaining key personnel for as long as feasible is essential for maintaining the company's long-term success and fostering an atmosphere that encourages innovation (Miao *et al.*, 2020). Employee retention is now one of the greatest challenges faced by organizational managers due to a dearth of qualified candidates, an increasing economy, and a high turnover rate. The competency and temperament of a manager may affect employee morale and production. The capacity of chief executive officers to build leadership styles and encourage staff may be impacted by the organization's culture. Leaders use their influence on followers to accomplish corporate objectives. As a result, a leader's actions affect the methods used and the results of the task. Consequently, the selected leadership style will influence each employee's ability to increase their productivity.

The efficacy and efficiency with which employees execute their duties are essential to the success of any organization. According to Hajjali, Kessi, Budiandriani, Prihatin and Sufri ((2022), employee productivity is significantly impacted by the management style. To increase the company's performance, it is vital to keep talented people, which requires a strong leader. According to Opatha and Lim, (2019), a company's most valuable asset is its competent personnel. No one even comes close to matching their accomplishment. They provide organizations with a competitive advantage in their respective marketplaces when adopted. In NGOs, top management commitment is

essential in determining the corporate culture and the laws that affect employee welfare.

When top management demonstrates a strong commitment to employee well-being, it can lead to the implementation of employee welfare initiatives, such as health practices, financial support, and recreational activities (Mehralian, Moradi & Babapour, 2022). These welfare initiatives can contribute to improved employee satisfaction, engagement, and overall well-being. Employee welfare practices have been found to positively impact employee performance in various contexts, including NGOs. Welfare programs that promote employees' physical and mental health result in higher job satisfaction, lower absenteeism, and better job performance (Piszczek & Pimputkar, 2021; Pérez-Viana, 2021). When top management prioritizes employee welfare, it sends a signal of care and support to employees, leading to increased trust and commitment (Mehralian, Moradi & Babapour, 2022).

Studies by Pirzada *et al.* (2023) and Yasir and Khan, (2020) found that top management ethical leadership positively influences firm performance through increased trust in supervisors. . When top management is committed to employee welfare, it enhances employee satisfaction and engagement, which, in turn, positively influences job performance Piszczek & Pimputkar, 2021). A positive work environment resulting from employee welfare initiatives can lead to improved work quality, productivity, and retention of skilled employees. Leksono, Siagian and Oei (2020) focused on the effects of top management commitment on operational performance through the use of information technology and supply chain management practices.

This study takes data from companies in East Java, engaged in machinery that has a workforce of more than 100 people - categorized as medium and large companies. Respondents were set on employees with a minimum of 2 years of working experience and a middle manager position. There were 55 respondents in this study, with data analysis using partial least square (PLS) to test the research hypothesis. The result of the data processing found that the commitment of top management affects the supply chain practices and the use of information technology. This is because the management

has shown its commitment by providing the necessary human resources. The top management commitment directly influences the company operational performance.

The use of information technology directly affects supply chain practices and the company operational performance. Supply chain practices affect the company operational performance. Yaacob, Baroto, Kamarudin and Arifin (2019) focused on moderation effect of top management support on the relationship between customer reference marketing and market performance. The method used in this study is systematic literature review and the literature are originated from journals in period, 2012 - 2018. Results of the study show that there is lack of studies on the relationship between CRM and MP, and there is contradiction in TMS as moderator on the relationship between CRM and MP, where some of the hypothesis's results are not significant, and some of them are significant. Zureehan and Lee (2022) focused on the effect of top management support and collaborative team on project performance in Malaysian construction industry. The data is analyzed by using Partial Least Square Structural Equation Modelling (PLS-SEM) with the support of SmartPLS software. The findings show that the effect of top management support on project performance and the moderating effects of trust is not supported. While the collaborative team has a positive effect on project performance.

## **2.5 Critique of Existing Literature**

Previous research has looked into the connection between employee health practices and performance; the findings were conflicting (Kehoe & Wright, 2020). A study by Misiati *et al.* (2022) in Western Kenya on the effect of an employee reward system on job satisfaction among Non-Core Staff in Catholic Sponsored Secondary Schools in Bungoma Diocese, established that welfare programs had been introduced and these motivated the employees, making them more satisfied with their jobs. Kalima and Kabubi (2021) focused on the effect of financial motivation on employee performance and found that financial support had a positive and significant effect on employee performance. However, a similar study showed that Lee and Kim (2019) findings showed that financial support and research performance showed a reverse causality association. Mercanoğlu and Şimşek (2023) found that the employee recreation

program had a large and positive effect on employee productivity. However, similar study was conducted by Kukoyi and Ijose (2023) and found that there was no significant relationship between recreation and holiday practices and employee job satisfaction.

## **2.6 Research Gaps**

The current literature on employee welfare practices and employee performance in NGOs shows diverse and fragmented methodology, thus providing an opportunity for research on this topic. Kalima and Kabubi (2021), in their research on the effect of financial motivation on employee performance in local Government, a case of Kasama Municipal Council perspective in Zambia and Misita Kuya and Kalei (2022) in their research on, Influence of financial incentives on employee performance in Ferry Service, Mombasa County, both employed descriptive research designs, which, in as much it is useful for initial characterization, it typically lacks the explanatory power required to establish causal inferences and exploration of complex interrelationships.

Similarly, Ondieki (2022), in his study on the Retirement Fund Characteristics and Financial Performance of Pension Schemes in Kenya, employed a descriptive research design, emphasizing observable characteristics and relationships without delving deeply into underlying causal mechanisms. This further underscores the dominance of studies that focus on surface-level phenomena within related fields. On the other hand, Agbenyegah (2019), in his research on the Effect of Financial and Non-Financial Rewards on Employee Motivation in Financial Institutions in Ghana, utilized a qualitative and exploratory approach. His study provided rich contextual and experiential insights into employee motivation but was somewhat constrained in terms of generalizability due to its limited sample scope and context-specific nature.

In contrast, Lee and Kim (2019) in their research on Financial Support and University performance in Korean Universities, a panel Data approach, employed a panel data approach, a more robust quantitative method capable of analyzing changes over time and controlling for unobserved heterogeneity, thus moving towards stronger causal claims. Lari (2024) in the research on a longitudinal study on the impact of occupational health and safety practices on employee productivity, judiciously

integrated a mixed-methods approach, leveraging the strengths of both qualitative and quantitative paradigms to provide a more comprehensive understanding of the phenomenon. Patrick, Mukherjee, Kareem, and Prabakaran (2023), in their research on the ‘Recreational facilities at the workplace affect employee well-being through nurturing support and bonding’, conducted a desktop research design, which, while valuable for synthesizing existing knowledge, is inherently secondary in nature and does not involve primary data collection, thus leaving a significant gap in empirical investigation. The above-mentioned methodological heterogeneity and the absence of a consistent and strong approach to capture the in-depth study on employee welfare in NGOs provide a key lacuna in the literature. The limitation specifically, the application of cross-sectional research design, which the current study has addressed.

It is also notable, that findings by Kehoe & Wright, (2020), in their research on the ‘impact of high-performance human resource practices on employees’ attitudes and behaviours’ are conflicting, this inconsistency suggests that moderating variables are key and that contextual factors significantly influence the observed relationships, requiring further research, which the current research is able to provide. Misiati *et al.* (2022), in their study on the effect of an employee reward system on job satisfaction among Non-Core Staff in Catholic Sponsored Secondary Schools in Bungoma Diocese, Western Kenya, established that the introduction of welfare programs positively motivated employees, leading to increased job satisfaction. While this finding highlights the potential impact of specific interventions, it is geographically and contextually bound, and its generalizability to broader organizational settings or different types of employee health practices remains to be empirically validated. The research on employee welfare practices and employee performance seeks to contribute to resolving these conflicting findings by using the moderating variable of top management commitment in NGOs in Nairobi County.

There is a growing body of literature affirming the direct relationship between top management commitment and organizational performance in various sectors, including non-governmental organizations (NGOs) as cited by Pirzada *et al.*, (2023); Yasir & Khan, (2020); Mehralian, Moradi & Babapour, (2022), and the established positive correlation between employee health and individual performance outcomes as

cited by Piszczek & Pimputkar, (2021); Pérez-Viana,( 2021), but a significant lacuna persists in understanding the precise mechanisms through which top management commitment translates into enhanced staff performance within the unique operational context of NGOs. Specifically, while the independent effects are recognized, the extant literature demonstrates a critical oversight regarding the moderating role of the top management commitment in this relationship.

This research posits that top management commitment, manifested through strategic resource allocation and the cultivation of a health-promoting organizational culture, does not directly enhance staff performance but rather operates indirectly by fostering a healthier workforce. The current research has top management commitment through communication, policy development and budget allocation, addressed this lacuna.

## **2.7 Summary of Literature Review**

The underpinning theories are the basis and the support for this research on employee welfare practices and employee performance. In the pertinent literature, several theories, including the resource-based view theory (Barney, 1991), which posits that inimitable resources like employees can provide a sustainable competitive advantage. Reciprocity theory, Gouldner (1960), posits that employee welfare practices enhance a sense of obligation and reciprocal benefit, leading to improved employee performance. The classical theories of (Herzberg's Two-factor theory, Herzberg, Mausner & Snyderman, 1959), and Maslow's hierarchy of needs (Maslow, 1943), postulate the importance of intrinsic and extrinsic factors on employee performance. The Human Relations Theory by Elton Mayo (1949) emphasizes the importance of human relationships in improving performance. While this provides a theoretical foundation, empirical studies show that the link between employee welfare practices and performance is complex. Prior research has often examined welfare practices as independent variables and employee performance as the dependent variable, with top management commitment recognized as a moderating factor. However, findings remain inconsistent, some studies report strong positive effects of financial incentives on performance, while others note limited or negative outcomes when such incentives are not paired with non-financial support.

Similarly, the impact of recreational and health practices on performance varies considerably across different organizational contexts and industries, suggesting the presence of unexamined mediating or moderating factors. This heterogeneity in empirical outcomes underscores a significant gap in the literature: a lack of comprehensive, context-specific models that account for the complex interplay between various welfare dimensions, organizational culture, and employee performance. This research aims to address this lacuna by developing and testing a more integrated model that considers the moderating role of top management commitment in the relationship between specific welfare practices and performance outcomes, particularly within NGOs in Nairobi County.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the methodology adopted in conducting the study. It provides a detailed description of the research philosophy that guided the investigation and the overall research design employed to achieve the study objectives. The chapter further outlines the target population, sampling frame, sample size, and sampling procedures used to select participants. It also explains the process of pilot testing to assess the effectiveness of the research instruments, along with procedures undertaken to ensure their reliability and validity. In addition, the chapter discusses the data collection instruments and procedures applied to obtain relevant information from respondents. Finally, it describes the methods of data analysis and presentation used to interpret and display the research findings in a clear and logical manner.

#### **3.2 Research Philosophy**

According to Collis and Hussey (2014), research philosophy is a body of assumptions and convictions that define principles for conducting research based on ideas about actuality (ontology) and the basis of knowledge (epistemology). A positivist researcher observes reality objectively, seeing it as stable and measurable without altering the phenomena under study, and this approach is often referred to as scientific (Aliyu, Bello, Kasim, & Martin, 2014). Variation, in this view, occurs only within measurable variables to allow for prediction and generalization.

In contrast, interpretive researchers view reality as subjective and shaped by personal perspectives, often termed anti-positivism. This philosophy holds that reality can be understood in multiple ways through researcher interpretation (English & Nielsen, 2023). The present study adopted a positivist philosophy, emphasizing logical reasoning, statistical testing, and empirical validation (Mkansi & Acheampong, 2012). This approach enabled the researcher to obtain objective, quantifiable data from a large sample for reliable and generalizable results.

### **3.3 Research Design**

A study's data collection and analysis are guided by its research design (Walliman, 2017a). It provides the structure or blueprint that enables the researcher to systematically conduct the investigation and derive valid conclusions. This study adopted a cross-sectional survey research design, which was deemed appropriate because it enables the researcher to produce accurate reports of real-life events within a defined period. Data was analyzed using qualitative and quantitative approaches. According to Wang and Cheng (2020), the rationale for using a cross-sectional survey design lies in its ability to provide a rapid and cost-effective snapshot of a population's characteristics and the relationships between variables at a specific point in time. This makes it valuable for understanding prevalence, exploring associations, and informing policy decisions, particularly when time or resources are limited.

Questionnaires served as the main tool for data collection. The design was suitable for determining the causal link and assessing how each independent variable influenced the dependent variable. Mugenda and Mugenda (2012) affirm that the cross-sectional survey design is effective, flexible, and easy to implement, allowing the researcher to tailor it to the study's objectives. This approach has been successfully applied by other scholars, including Gathenya (2012) and Ajibola, Mukulu, and Simiyu (2019), further supporting its relevance and applicability in social science research.

### **3.4 Target Population**

The target population refers to the group about which information is sought or the total number of elements under investigation (Jackman, 2009; Sohail, Safdar, Saleem, Ansar & Azeem, 2014; Bell, 2019). In this study, the target population comprised all 99 Non-Governmental Organizations (NGOs) operating in Nairobi County, Kenya. However, the accessible population included all employees working within these 99 NGOs. The selection of Nairobi County was informed by the high concentration of NGOs within the area, which made it possible to obtain sufficient responses for meaningful analysis.

Additionally, Nairobi County serves as the capital city of Kenya, and most NGOs prefer to establish their operations there due to easier access to essential facilities, stakeholders, and policy networks. The targeted population consisted of approximately 14,323 employees drawn from different job levels, including top management, middle management, and lower management (FKE, 2018). This diversity ensured that the study captured perspectives across various organizational hierarchies.

### **3.5 Sampling Frame**

The set of sources from which the sample is chosen is known as the sample frame (Creswell & Creswell, 2017). The sampling frame in this study comprised 38 top management, 159 middle management, and 14,124 lower management employees of NGOs in Nairobi County. Appendix 3 shows the categorization of NGO employees.

### **3.6 Sample Size and Sampling Procedure**

#### **3.6.1 Sample Size**

A sample refers to the element of a study representing the actual population or the elements to be examined in a study that infers the entire population (Babbie, 2010). The sample size is a portion drawn from the target population (Lewis, 2015). The study adopted Fisher's (2003) formula in the calculation of the sample size. The formula was appropriate since the study's target population exceeded 10,000.

$$n = \frac{z^2 p(1 - p)}{d^2}$$

Where;

n= sample size

z= the standard normal deviation value for the level of confidence, for instance, 95% level of confidence =1.96.

d= margin of error or level of precision at 0.05 for CI at 95%

p= proportion to be estimated, Israel (2009) recommends that if one doesn't know the value of p then one should assume p=0.5

Therefore, the sample size is arrived at as follows:

$$n = \frac{(1.96^2)(0.5)(1 - 0.5)}{(0.05)^2}$$

$$n = 384$$

However, to cater for attrition, a proportion of 6% of the sample was added to the sample size. Therefore, the study's overall sample consisted of  $6/100 * 384 = 23+384=407$

**Table 3.1: Sample Size**

<b>Target category</b>	<b>Number of people</b>	<b>Sample size</b>
Top Managers	38	5
Mid-level Managers	159	5
Lower Management	14126	397
<b>Total</b>	<b>14323</b>	<b>407</b>

**Source:** FKE (2018)

### **3.6.2 Sampling Procedure**

This study employed a non-proportional stratified sampling technique to ensure that all relevant subgroups within the population were adequately represented. Non-proportional stratified sampling, also referred to as disproportionate stratified sampling, involves selecting samples from each stratum in unequal proportions relative to their actual size in the population (Creswell & Clark, 2017). This method was particularly suitable for this study because some groups, such as top management, were smaller in number but critical for obtaining balanced insights. The population was divided into three mutually exclusive strata, top managers, middle-level managers, and lower-level employees, based on their hierarchical positions within the NGOs. This approach ensured that perspectives from each managerial level were captured effectively, improving the accuracy and comprehensiveness of the study findings.

Lewis (2015) also concurs that a stratified sampling technique is typically used to create a representative sample if a sample is taken from a community that is not made up of a homogenous group. Watson (2015) argues that stratified sampling is the most effective sampling technique because there is minimal chance of totally excluding any important demographic segment. Because the study's population was diverse, the most effective stratified random sampling approach was necessary. It was utilized to ensure that employees from different levels were represented. Senior management, middle management, and lower management were the different strata. The sample size comprised five (5) top management, five (5) middle management, and 397 lower management employees, totalling 403 respondents.

### **3.7 Data Collection Procedure**

The data collection process is a methodical strategy to gather research data relevant to the study's topic. The researcher's request for authorization to carry out the research was approved by JKUAT, and the dean of the School of Business and Entrepreneurship Technology, leadership, and Management issued an introduction letter. The researcher also obtained a National Council of Science and Technology and Innovation (NACOSTI) permit. The researcher self-administered the questionnaire to gather primary data with the aid of research assistants who had been briefed on the main objective of the study.

To get cooperation from the respondents before the study, a letter of introduction was included with the questionnaire. The letter also informed the respondents that the study was voluntary while assuring them of the confidentiality of the information given. The questionnaires were dropped and picked up by the research assistants, and also through a phone call and an emailed follow-up to some of the respondents. Data were collected from the selected NGOs' top managers, middle managers, and lower management. The researcher also ensured transparency by informing the management of these firms the kind of data that was collected and for what purpose. Further, when communicating the results, the researcher was honest and presented reliable results while also avoiding plagiarism.

### **3.8 Data Collection Instruments**

The data was gathered in line with the study goals using semi-structured, open-ended questionnaires created by the researcher. Mugenda and Mugenda (2012) state that questionnaires are utilized to collect primary data. The questionnaires had both open-ended and closed-ended questions to gather all the necessary information on the objectives (Bell, 2019). In order to test the hypothesis, the researcher was able to gather quantitative data. The survey used five-point Likert scales. The respondents rated each topic on a scale from 1 to 5, using the five checkboxes: strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5) as needed.

The demographic information of the respondents, including their age, gender, level of education, and work history, was gathered in the first section of the questionnaire. The respondents' opinions on the employee credit options and suggestions to improve staff loan practices were gathered in the second section. The third section had the respondents' perception of their organization's recreational facility and recommendations to improve the recreational practices.

The fourth section captured the respondents' perception of employee counselling and recommendations for enhancing employee wellness practices. The fifth section captured the respondents' perception of Employee pension Practices and recommendations to improve the organization. The last section captured the perception of the respondents on the organization's performance in some key areas of service delivery, ability to meet targets, and work quality.

### **3.9 Pilot Testing**

The pilot study was carried out on some of the NGOs in the neighbouring Kiambu County, where respondents were randomly selected from Non-Governmental Organizations (NGOs) that had their headquarters in Nairobi but operated in Kiambu County. The main purpose was to ascertain the clarity and suitability of the research tools (Kothari, 2004). According to Creswell and Creswell (2017), 10% of the sample is sufficient for piloting on a small population.

Similarly, Dillman *et al.* (2014) suggested that 10% of the target population. Based on the scholars cited, the researcher took 10% (40) of the targeted sample, which was excluded from the final analysis. The pilot study was conducted amongst the 40 NGO employees in Kiambu County, whose headquarters were in Nairobi County, and who were not included in the final study. The study used non-proportional stratified sampling to ensure each category of employees are represented in the pilot. The pilot study allowed the researcher to identify and modify ambiguous words to enhance the study's validity. With the help of the supervisors, suggestions from the pilot research were considered, and changes to the tools were implemented, such as rewording the questions in the questionnaires, reducing the number of questions, adding open-ended questions, and using simplified vocabulary. All corrections were incorporated into the tools after a discussion with the supervisors.

### 3.9.1 Reliability of the Research Instrument

When research tools produce consistent results over time (Easterby-Smith, Thorpe & Jackson, 2015; Walliman, 2017b; Zikmund, Babin, Carr, & Griffin 2013), they are said to be reliable. The Cronbach Alpha coefficient is a widely used technique for reliability testing (Creswell & Creswell, 2017). Most of the time, the greatest Cronbach Alpha Coefficient is 0.6, and it ranges from 0 to 1. Any value above 0.7, according to other studies, results in strong internal reliability. Therefore, a Cronbach Coefficient value of 0.70 or more is required for an instrument to be deemed reliable and internally consistent (Cho & Kim, 2015). Below is the formula the researcher used:

$$KR_{20} = \frac{(K)(S^2 - \sum s^2)}{(s^2)(K - 1)}$$

KR20 = Internal consistency reliability coefficient

K= Items used to measure the concept

S<sup>2</sup> = Variance

**Table 3.2: Internal Consistency – Cronbach’s Alpha**

<b>Cronbach’s alpha Internal Consistency</b>	
$a \geq 0.9$	Excellent
$0.9 > a \geq 0.8$	Good
$0.8 > a \geq 0.7$	Acceptable
$0.7 > a \geq 0.6$	questionable
$0.6 > a \geq 0.5$	poor
$0.5 > a$	unacceptable

Surveyvitals.com Accessed internet on 3.3.2020

### **3.9.2 Validity of the Research Instrument**

The validity of a research instrument is critical and it is the foundation of a rigorous empirical inquiry. It concerns the extent to which an instrument accurately measures what it is purported to measure, to ensure the trustworthy and interpretable nature of the research findings. It comprises of the congruence between theoretical constructs and their operationalization (Lewis, 2015). It is the accuracy of the measure or variation equal to the concept (Easterby-Smith *et al.*, 2015). It is also seen as the degree to which the measures used in the questionnaires truly measure the intended variables. Validity is investigated from three perspectives: content, construct, and criterion (Walliman, 2017b).

Content dimension is when the measurement represents the expected scope of the research and is normally captured from the literature of the study and the supervisors' views. Construct dimension is an expression of the research indicators and their outcomes. Content validity involves reviewing the research instrument based on expert opinion. The reviews and recommendations from the experts, including research supervisors, were used to improve the instrument. Construct validity was tested using factor analysis. To determine whether the items used to measure the study variables were valid, KMO and Bartlett's Tests were generated. The recommended KMO minimum threshold is 0.5, and Bartlett's Test of Sphericity significance level should be less than 0.05.

### **3.10 Data Analysis and Presentation**

The researcher removed incorrect replies and blank forms from the data to tidy it up. The data was then examined using Statistical Packages for Social Sciences (SPSS) version 25. SPSS is a strong choice for analyzing quantitative data from questionnaires because it offers a user-friendly interface, robust statistical capabilities, and extensive data management features, making it suitable for researchers with varying levels of statistical experience. Its ability to handle various data types and perform a wide range of statistical analyses, from basic descriptive statistics to more complex inferential techniques like regression and factor analysis, makes it a versatile tool for uncovering insights from quantitative survey data (Morgan, Barrett, Leech, & Gloeckner, 2019).

The outcomes of the descriptive analysis were presented using means, standard deviation, and percentages. The study applied inferential statistics including correlation and regression analysis to determine the relationships between the study variables. In particular, linear regression analysis was used to establish the relationship between each predictor variable and dependent variable. Multiple regression analysis was used to establish the combined relationship between all predictor variables and dependent variables. Hierarchical regression analysis was used to test for moderation. Further, thematic analysis was used to analyze qualitative data. The assessment included classifying different responses into themes, driven by the objectives of the research. (Clarke & Braun, 2018).

The study examined how employee financial support, recreational practices, health practices, and pension practices relate to employee performance in NGOs in Nairobi County, Kenya. Descriptive statistics, correlation, and both simple and multiple regression analyses were used to analyze these relationships. Hierarchical regression analysis was applied to determine the moderating effect of top management commitment. This approach provided a comprehensive understanding of how welfare practices influence employee performance.

### 3.10.1 Model Specification

The relationship between the independent variables and the dependent variable was shown using both simple and multiple regression models.

#### Simple Regression Model

$$Y = \beta_0 + \beta_i X_i + \varepsilon$$

Where;

$\beta_0$  = Y-intercept

$\beta_i$ =Beta coefficients

Y= Employee Performance

$X_i$  =individual independent variables (employee financial support, employee recreational practices, employee health practices, and employee pension practices).

$\varepsilon$ = Error term

#### Multiple Regression Model

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

Where;

$\beta_0$  = Y intercept

$\beta_{1-4}$ =Beta coefficients

Y = Employee Performance

$X_1$  = Employee Financial Support

$X_2$  = Employee Recreational Practices

$X_3$  = Employee Health Practices

$X_4$  = Employee Pension Practices

$\varepsilon$ = Error term

## **Moderation Model**

Hierarchical Regression model was used to establish the extent to which top management commitment moderates the relationship between employee welfare practices and employee performance.

$$\text{Model 1: } Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

$$\text{Model 2: } Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 M_5 + \varepsilon$$

$$\text{Model 3: } Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 M_5 + \beta_6 X_1 * M + \varepsilon$$

$$\text{Model 4: } Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 M_5 + \beta_6 X_1 * M + \beta_7 X_2 * M + \varepsilon$$

$$\text{Model 5: } Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 M_5 + \beta_6 X_1 * M + \beta_7 X_2 * M + \beta_8 X_3 * M + \varepsilon$$

$$\text{Model 6: } Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 M_5 + \beta_6 X_1 * M + \beta_7 X_2 * M + \beta_8 X_3 * M + \beta_9 X_4 * M + \varepsilon$$

Where:

Y = Dependent variable (Employee Performance)

X<sub>1</sub>-X<sub>4</sub>- Independent variables (employee financial support, employee recreational practices, employee health practices, and employee pension practices)

M – Moderator (Top management commitment)

M\*X = Interaction terms (independent variable\*moderator)

The researcher further generated interaction plots/graphs at low and high moderation. The process involved plotting both variables together on the same graph. The interaction between the variables is absent if the lines on the interaction plot are parallel to one another. An interaction between the lines is probably present if they intersect.

### 3.10.2 Data Presentation

Quantitative data results were presented using tables, charts, and graphs to enhance clarity, readability, and ease of interpretation. These visual tools allowed for quick comparison and understanding of patterns, trends, and relationships among the study variables. The use of descriptive and inferential statistical outputs further facilitated the presentation of numerical findings in an organized and systematic manner. In addition, qualitative data were analyzed thematically and presented in narrative form, where key themes, patterns, and insights emerging from respondents' views were described and supported with illustrative quotes. This approach provided a more comprehensive understanding of the findings by integrating both numerical evidence and detailed explanations of participants' perspectives.

### 3.10.3 Operationalization of Variables

Table 3.3 presents the operationalization of variables in terms of nature, indicators, data collection methods and type of analysis.

**Table 3.3: Operationalization of Variables**

Variable	Nature	Indicators	Data collection method	Type of scale	Type of analysis
Employee Performance	Dependent variable	Service Delivery	Questionnaire	Ordinal	Descriptive; inferential, thematic analysis
		Timely delivery			
		Work Quality			
Employee Financial Support	Independent variable	Car Loans	Questionnaire	Ordinal	Descriptive; inferential, thematic analysis
		Mortgages			
		Education support			
Employee Recreational Practices	Independent variable	Staff Parties	Questionnaire	Ordinal	Descriptive; inferential, thematic analysis
		Team Building			
		Sports Activities			
Employee Health Practices	Independent variable	Medical insurance	Questionnaire	Ordinal	Descriptive; inferential, thematic analysis
		Disability support			
		Counselling Practices			
Employee Pension Practices	Independent variable	Individual	Questionnaire	Ordinal	Descriptive; inferential, thematic analysis

Variable	Nature	Indicators	Data collection method	Type of scale	Type of analysis
Top Management Commitment	Moderating variable	Group Umbrella Communication Policy development Budget allocation	Questionnaire	Ordinal	Descriptive; inferential, thematic analysis

### 3.10.4 Diagnostic Tests

The following diagnostic tests were conducted to ensure the accuracy of the regression outcomes.

#### a) Normality Test

The data were assumed to follow a normal distribution for regression analysis. Statistical tests such as the Kolmogorov-Smirnov, Shapiro-Wilk, Q-Q plot, and Skewness-Kurtosis were used to assess normality. Skewness measures the symmetry of a distribution, while kurtosis indicates its peakedness or flatness. A mesokurtic distribution, which is moderately peaked, reflects a normal data distribution (Dabirian, Berthon & Kietzmann, 2019).

#### b) Multicollinearity Test

According to Kannan and Panimalar (2013), multicollinearity occurs in multiple regression when predictor variables are highly correlated, making it difficult to distinguish their individual effects on the dependent variable. It represents a matter of degree rather than a simple presence or absence and can reduce the precision of Ordinary Least Squares (OLS) estimators. To test for multicollinearity, the study used the Variance Inflation Factor (VIF), where values greater than 10 indicate its presence. Additionally, correlation analysis among independent variables was conducted, with correlation coefficients above 0.8 signaling potential multicollinearity.

#### c) Homoscedasticity Test

Homoscedasticity denotes a constant (same across all observations) fluctuation in error terms. According to Foroudi *et al.* (2024), if one or more of the error terms do not have

a constant variance, the condition is met. The condition can be evaluated using the Goldfield and Quandt test (1965), visual inspection of the residual seen in the signature line, or the peak test. In this study, Breusch-Pagan evaluated the null hypothesis to see if heteroscedasticity existed. The null hypothesis is rejected when the p-values are less than 0.05.

#### **d) Linearity Test**

The study used correlation analysis to determine if the predictor and independent variables were linearly related. When the correlation coefficient (coefficient of determination) is larger than 0.5, the researcher concludes that the predictor and response variables are related linearly. The existence or lack of linearity may also be shown via a scatter diagram made from the plot of a response variable and predictor variables (Rasciute, Downward & Greene, 2017).

#### **e) Autocorrelation Test**

The word "autocorrelation" refers to the independence of the error components in the regression model. The basic goal is to determine whether error words are uncorrelated or independent of one another (Lewis, 2015). The residuals are considered to be uncorrelated if the value is 2. According to Elkink (2015), a value greater than 2 indicates a positive correlation, while a value less than 2 indicates a negative correlation between close residuals. The Durbin-Watson test was used in the study to examine the autocorrelation, which ranges from 2 to 4 (Elkink, 2015).

### **3.10.5 Study Hypotheses**

The study employed regression analysis to test the research hypotheses. Hypothesis testing was based on the significance level of 0.05. The null hypothesis was rejected when the calculated p-value was less than 0.05, indicating a statistically significant relationship. Conversely, if the p-value exceeded 0.05, the null hypothesis was accepted, implying no significant relationship between the variables.

**Table 3.4: Study Hypotheses**

<b>Hypotheses</b>	<b>Type of analysis</b>	<b>Interpretation</b>
H <sub>01</sub> : Employee financial support has no significant relationship with employee performance in NGOs in Nairobi County, Kenya.	Regression analysis P value	If p-value < 0.05, reject the null hypotheses.
H <sub>02</sub> : Employee recreational practices have no significant relationship with employee performance in NGOs in Nairobi County, Kenya.	Regression analysis P value	If p-value < 0.05, reject the null hypotheses.
H <sub>03</sub> : Employee health practices have no significant relationship with employee performance in NGOs in Nairobi County, Kenya.	Regression analysis P value	If p-value < 0.05, reject the null hypotheses.
H <sub>04</sub> : Employee pension practices have no significant relationship with employee performance in NGOs in Nairobi County, Kenya.	Regression analysis P value	If p-value < 0.05, reject the null hypotheses.
H <sub>05</sub> : Top management commitment does not significantly moderate the relationship between welfare practices and employee performance in NGOs in Nairobi County, Kenya.	Regression analysis P value	If p-value < 0.05, reject the null hypotheses

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSIONS

#### 4.1 Introduction

The chapter presents research findings as per the study objectives. The findings are also discussed in relation to previous literature on the subject. The research examined the relationship between employee welfare practices and employee performance in Non-Governmental Organizations in Nairobi County, Kenya. The chapter starts by presenting the response rate and pilot study results. Further, demographic information of the respondents is reported, followed by descriptive statistics, correlation analysis, diagnostic tests, and regression analysis results.

#### 4.2 Response Rate

Table 4.1 presents the study's response rate. Of the 407 questionnaires distributed, 356 were returned, representing a strong response rate of 87.47%, which minimizes non-response bias (Fowler Jr., 2019). Respondents included 3 (0.84%) top-level managers, 4 (1.12%) middle-level managers, and 349 (98.03%) lower-level staff. This distribution mirrors the organizational hierarchy and was carefully considered during analysis to ensure balanced representation across management levels.

The achieved response rate of 87.47% substantially exceeds the generally accepted thresholds for robust quantitative studies. For instance, Creswell and Creswell (2017) recommend a response rate exceeding 50% as 'good' and 60-70% as 'excellent,' a sentiment echoed by Hardigan *et al.* (2016), who accepted a minimum of 50%. While some scholars, such as Zikmund *et al.* (2013), have posited that response rates of 30-40% may be adequate, and Sekaran and Bougie (2016) suggest 30% as appropriate, the exceptionally high rate obtained in this study provides a strong foundation for the generalizability of findings within the sampled context. Furthermore, this rate surpasses the 50% recommendation by Hager (2013) and Hager *et al.* (2003).

The high response rate enhances the internal validity of the study by minimizing the potential for systematic differences between respondents and non-respondents, thereby strengthening the inferences drawn from the data. The high response rate was ascribed to the respondents' degree of understanding of the data gathering process, enough time between administration and collection, the efficient role of research assistants and the simplified research instruments used. Therefore, all the tables and graphs presented in this chapter have a sample size of 356 unless stated otherwise.

**Table 4.1: Response Rate**

<b>Response Rate</b>	<b>Returned</b>	<b>Non returned</b>	<b>Total</b>	<b>Percentage of the returned</b>
Top Managers	3	2	5	60.0%
Mid-level Managers	4	1	5	80.0%
Lower Management	349	48	397	87.9%
<b>Total</b>	<b>356</b>	<b>51</b>	<b>407</b>	<b>87.47%</b>

#### **4.2.1 Reliability Test**

The Cronbach alpha was computed in a bid to measure the reliability of the questionnaire. The findings in Table 4.2 indicate that all the variables had Cronbach coefficients above 0.7. The overall reliability score was 0.785, which was above the minimum threshold of 0.7. Consequently, the instrument was considered reliable.

**Table 4.2: Reliability Results**

<b>Variable</b>	<b>No of Items</b>	<b><math>\alpha \geq 0.7</math></b>	<b>Comment</b>
Employee financial practices	5	0.758	Reliable
Employee recreational practices	5	0.773	Reliable
Employee health practices	5	0.760	Reliable
Employee pension practices	5	0.782	Reliable
Top management commitment	8	0.869	Reliable
Employee performance	10	0.767	Reliable
<b>Overall Reliability</b>		<b>0.785</b>	

#### **4.2.2 Validity Test Using Factor Analysis**

This study employed a rigorous statistical methodology, commencing with diagnostic tests to ensure the suitability of the data for subsequent inferential analysis (David & David, 2017). Specifically, the primary inferential technique utilized was factor analysis, a multivariate statistical method aimed at reducing a large number of observed variables into a smaller set of underlying latent factors.

To assess the substantive significance of these latent factors, Eigenvalues were employed. Eigenvalues quantify the amount of variance in the observed variables explained by each factor. In this research, principal component analysis (PCA) was chosen as the extraction method to derive these Eigenvalues. PCA was deemed appropriate given its objective to explain the maximum total variance in the dataset. Following Kaiser's criterion, only components with Eigenvalues of 1.0 or greater were retained for further investigation, as these factors individually explain at least as much variance as a single observed variable. These retained components were subsequently combined to create composite variables, which were then utilized in a regression analysis to explore their predictive relationships with other key constructs.

Prior to conducting the factor analysis, the Kaiser-Meyer-Olkin (KMO) test was performed to ascertain the sampling adequacy and the appropriateness of the data for factor analysis. The KMO statistic measures the proportion of variance in the variables that is common variance, indicating the suitability of the data for factor analysis. A KMO value exceeding 0.5 is generally considered the minimum threshold for proceeding with a satisfactory factor analysis, with higher values indicating greater suitability. Furthermore, careful consideration was given to sample size, a crucial aspect for the stability and generalizability of factor analytic results. While a common heuristic suggests 10 to 15 participants per variable, it is acknowledged that factor analysis is generally not recommended for sample sizes below 50 as smaller samples can lead to unstable and unreliable factor solutions. It is also advisable that the least acceptable value be 0.5, that values between 0.7 and 0.8 are acceptable, and that values over 0.9 are great (Walliman, 2017).

#### 4.2.2.1 Employee Financial Practices

The findings in Table 4.3 indicated a KMO value of 0.534, which was greater than 0.5, indicating that the sampling was adequate. Further, Bartlett's test of sphericity recorded a  $\chi^2$  of 297.940 at a significant value of 0.000, depicting a suitable factor analysis. This showed that the variable's test items had passed the sample adequacy test and could now be further examined. Principal component analysis (PCA) was employed in the study to obtain factor scores for regression and factor analysis for dimension reduction.

**Table 4.3: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.534
Bartlett's Test of Sphericity	Approx. Chi-Square	297.940
	Df	10
	Sig.	.000

The findings in Table 4.4 show an average variance explained of 66.08%, indicating a strong explanation of the study variables.

**Table 4.4: Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.740	34.795	34.795	1.740	34.795	34.795
2	1.564	31.287	66.083	1.564	31.287	66.083
3	.803	16.054	82.137			
4	.500	10.001	92.137			
5	.393	7.863	100.000			

Extraction Method: Principal Component Analysis.

Table 4.5 indicates the factor loading for the study constructs. Communalities of items should be greater than 0.50. The Principal Component Analysis (PCA) method of factor analysis was used to summarize data to make it more intelligible without compromising any significant information. Items with factor loadings greater than 0.5 were accepted, whereas items with values below 0.5 were dropped. Results revealed that employee financial support was explained by five items with factor loadings above 0.5.

**Table 4.5: Factor Loadings for the Employee Financial Support**

Statement	Component	
	1	2
My organization offers car loans to employees	.077	.875
My organization gives mortgages to employees	.181	.861
Organization offers credit facilities to the employees	.570	-.221
My organization provides education support to employees	.823	-.095
Employees at the organization have access to education support for their children	.835	-.023

Extraction Method: Principal Component Analysis.

#### 4.2.2.2 Employee Recreational Practices

The findings in Table 4.6 indicated a KMO value of 0.710, which was greater than 0.5, indicating that the sampling was adequate. Further, Bartlett's test of sphericity recorded a  $\chi^2$  of 337.676 at a significant value of 0.000, depicting a suitable factor analysis. This showed that the variable's test items had passed the sample adequacy test and could now be further examined. Principal component analysis (PCA) was employed in the study to obtain factor scores for regression and factor analysis for dimension reduction.

**Table 4.6: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.710
Bartlett's Test of Sphericity	Approx. Chi-Square	337.676
	Df	10
	Sig.	.000

The findings in Table 4.6 shows the average variance explained to be 66.1% indicating a strong explanation of the study variables.

**Table 4.7: Total Variance Explained**

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.292	45.839	45.839	2.292	45.839	45.839
2	1.012	20.239	66.078	1.012	20.239	66.078
3	.729	14.582	80.660			
4	.566	11.329	91.989			
5	.401	8.011	100.000			

Extraction Method: Principal Component Analysis.

Table 4.8 indicates the factor loading for the study constructs. Communalities of items should be greater than 0.50. The Principal Component Analysis (PCA) method of factor analysis was used to summarize data in order to make it more intelligible without compromising any significant information. Items with factor loadings greater than 0.5 were accepted, whereas items with values below 0.5 were dropped. Results revealed that employee recreational practices were explained by five items with factor loadings above 0.5.

**Table 4.8: Factor Loadings for Recreational Practices**

Statement	Component	
	1	2
My organization offers employees free subscriptions to clubs	.377	.827
My organization has regular and organized sports days	.704	-.385
The organization organizes regular staff parties	.846	.078
Team-building activities are organized frequently	.707	-.354
The organization organizes regular staff outings and trips	.662	.218

Extraction Method: Principal Component Analysis.

### 4.2.2.3 Employee Health Practices

The findings in Table 4.9 indicated KMO value of 0.747, which was greater than 0.5 indicating that the sampling was adequate. Further, Bartlett's test of sphericity recorded a  $\chi^2$  of 429.850 at a significant value of 0.000, depicting a suitable factor analysis. This showed that the variable's test items had passed the test of sample adequacy and could now be further examined. Principal component analysis (PCA) was employed in the study to obtain factor scores for regression and factor analysis for dimension reduction.

**Table 4.9: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.747
Bartlett's Test of Sphericity	Approx. Chi-Square	429.850
	Df	10
	Sig.	.000

The findings in Table 4.10 shows the average variance explained to be 51.3 % indicating a strong explanation of the study variables.

**Table 4.10: Total Variance Explained**

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.564	51.281	51.281	2.564	51.281	51.281
2	.902	18.032	69.313			
3	.592	11.843	81.156			
4	.549	10.990	92.146			
5	.393	7.854	100.000			

Extraction Method: Principal Component Analysis.

Table 4.11 indicates the factor loading for the study constructs. Communalities of items should be greater than 0.50. The Principal Component Analysis (PCA) method of factor analysis was used to summarize data to make it more intelligible without compromising any significant information.

Items with factor loadings greater than 0.5 were accepted, whereas items with values below 0.5 were dropped. Results showed that employee health practices were explained by five items with factor loadings above 0.5.

**Table 4.11: Factor Loadings for Health Practices**

<b>Statement</b>	<b>Component I</b>
The organization provides comprehensive health insurance coverage for employees and their nuclear family members	.602
My organization has group counseling therapy	.726
The organization provides employees with free medical check-ups	.753
My organization allows sessions on a healthy diet	.740
There are disability-friendly pathways and a conducive work environment	.749

Extraction Method: Principal Component Analysis.

#### **4.2.2.4 Employee Pension Practices**

The findings in Table 4.12 indicated KMO value of 0.785, which was greater than 0.5 indicating that the sampling was adequate. Further, Bartlett's test of sphericity recorded a  $\chi^2$  of 471.966 at a significant value of 0.000, depicting a suitable factor analysis. This showed that the variable's test items had passed the test of sample adequacy and could now be further examined. Principal component analysis (PCA) was employed in the study to obtain factor scores for regression and factor analysis for dimension reduction.

**Table 4.12: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.785
Bartlett's Test of Sphericity	Approx. Chi-Square	471.966
	df	10
	Sig.	.000

The findings in Table 4.13 show the average variance explained to be 53.66% indicating a strong explanation of the study variables.

**Table 4.13: Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.683	53.662	53.662	2.683	53.662	53.662
2	.763	15.258	68.920			
3	.628	12.552	81.472			
4	.566	11.313	92.786			
5	.361	7.214	100.000			

Extraction Method: Principal Component Analysis.

Table 4.14 indicates the factor loading for the study constructs. Communalities of items should be greater than 0.50. The Principal Component Analysis (PCA) method of factor analysis was used to summarize data to make it more intelligible without compromising any significant information. Items with factor loadings greater than 0.5 were accepted, whereas items with values below 0.5 were dropped. Results showed that employee pension practices were explained by five items with factor loadings above 0.5.

**Table 4.14: Factor Loadings for Pension Practices**

Statement	Component 1
Individual pension schemes motivate me in my organization to focus on long-term financial goals.	.618
Group pension plans are effective for fostering a sense of belonging and engagement in my organization.	.735
Umbrella pension plans improve my well-being in my organization	.772
The pension practices provided in the organization nurture my loyalty and align me with my organization's goals	.819
The implementation of various pension schemes has resulted in my financial peace of mind.	.703

Extraction Method: Principal Component Analysis.

#### 4.2.2.5 Top Management Commitment

The findings in Table 4.15 indicated a KMO value of 0.786, which was greater than 0.5, indicating that the sampling was adequate. Further, Bartlett's test of sphericity recorded a  $\chi^2$  of 1501.381 at a significant value of 0.000, depicting a suitable factor analysis. This showed that the variable's test items had passed the test of sample adequacy and could now be further examined. Principal component analysis (PCA) was employed in the study to obtain factor scores for regression and factor analysis for dimension reduction.

**Table 4.15: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.786
Bartlett's Test of Sphericity	Approx. Chi-Square	1501.381
	df	28
	Sig.	.000

The findings in Table 4.16 show the average variance explained to be 67.536% indicating a strong explanation of the study variables.

**Table 4.16: Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.265	53.318	53.318	4.265	53.318	53.318
2	1.137	14.218	67.536	1.137	14.218	67.536
3	.702	8.776	76.312			
4	.677	8.466	84.778			
5	.460	5.752	90.530			
6	.385	4.815	95.345			
7	.209	2.613	97.958			
8	.163	2.042	100.000			

Extraction Method: Principal Component Analysis.

Table 4.17 indicates the factor loading for the study constructs. Communalities of items should be greater than 0.50. The Principal Component Analysis (PCA) method of factor analysis was used to summarize data to make it more intelligible without compromising any significant information.

Items with factor loadings greater than 0.5 were accepted, whereas items with values below 0.5 were dropped. Results showed that top management commitment was explained by eight items with factor loadings above 0.5.

**Table 4.17: Factor Loadings for Top Management Commitment**

Statement	Component	
	1	2
Ability to prioritize service delivery, plan ahead, and carry out activities in an organized manner	.655	.180
I am motivated to deliver on my work because of top management involvement in decision-making.	.791	-.355
Top management sets clear expectations and goals that are achievable.	.791	-.051
Top management in my organization offers collaborative mindset that make us feel great as a team.	.765	-.276
Top management in my organization is mindful of my personal needs and acts to support them.	.793	-.344
Top management communication in my organization has influenced my performance	.822	-.018
Top management commitment in my organization is founded on the corporate vision and mission.	.516	.730
Top management recognizes my accomplishments in the organization and rewards them	.653	.499

Extraction Method: Principal Component Analysis.

#### 4.2.2.6 Employee Performance

The findings in Table 4.18 indicated KMO value of 0.785, which was greater than 0.5 indicating that the sampling was adequate. Further, Bartlett's test of sphericity recorded a  $\chi^2$  of 772.765 at a significant value of 0.000, depicting a suitable factor analysis. This showed that the variable's test items had passed the sample adequacy test and could now be further examined. Principal component analysis (PCA) was employed in the study to obtain factor scores for regression and factor analysis for dimension red.

**Table 4.18: KMO and Bartlett's Test of Sphericity**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.785
Bartlett's Test of Sphericity	Approx. Chi-Square	772.765
	df	45
	Sig.	.000

The findings in Table 4.19 show an average variance explained of 57.039%, indicating a strong explanation of the study variables.

**Table 4.19: Total Variance Explained**

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.403	34.029	34.029	3.403	34.029	34.029
2	1.277	12.769	46.799	1.277	12.769	46.799
3	1.024	10.240	57.039	1.024	10.240	57.039
4	.851	8.505	65.545			
5	.828	8.278	73.823			
6	.654	6.537	80.360			
7	.619	6.186	86.545			
8	.503	5.031	91.577			
9	.484	4.844	96.421			
10	.358	3.579	100.000			

Extraction Method: Principal Component Analysis.

Table 4.20 indicates the factor loading for the study constructs. Communalities of items should be greater than 0.50. The Principal Component Analysis (PCA) method of factor analysis was used to summarize data to make it more intelligible without compromising any significant information. Items with factor loadings greater than 0.5 were accepted, whereas items with values below 0.5 were dropped. Results showed that employee performance was explained by 10 items with factor loadings above 0.5.

**Table 4.20: Factor Loadings for Employee Performance**

Statement	Component		
	1	2	3
Ability to prioritize service delivery, plan, and carry out activities in an organized manner	.580	-.132	-.189
Able to communicate effectively with customers, superiors, peers and others	.417	.382	.604
Able to interact successfully with peers, superiors, and customers	.558	-.424	.399
The employees have self-drive to undertake agreed tasks (initiative)	.692	-.378	.124
Ability to offer workable new ideas to improve timely delivery	.634	-.163	-.227
The employee can meet the work quality in timely manner	.633	.178	-.411
The employees are consistent in accuracy, thoroughness of work	.622	-.364	-.192
The employees are accountable	.399	.635	-.294
Ability to lead others, motivate others, delegate tasks, direct, coordinate, and mentor others	.669	.383	.321
There is a willingness to act as a member of a group rather than as an individual	.554	.222	-.045

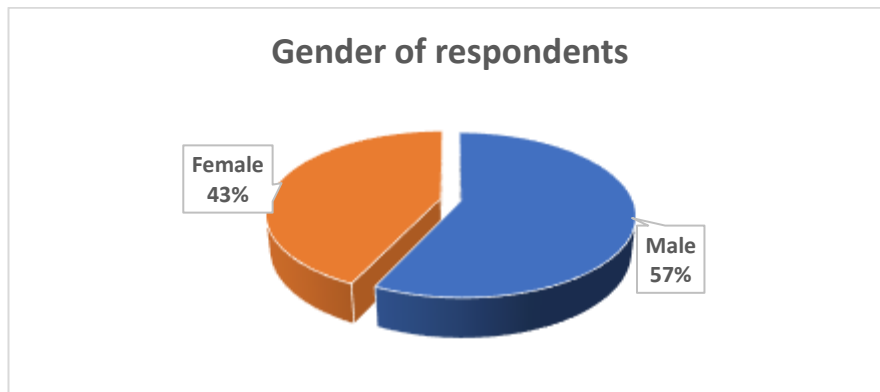
Extraction Method: Principal Component Analysis.  
a. 3 components extracted.

### 4.3 Demographic Information

This section presents demographic information of the respondents in terms of gender, age, working duration with NGOs, and the level of education.

#### 4.3.1 Gender

Gender in this study was categorized as male or female. Out of 356 respondents, 57% were male and 43% female, indicating near gender parity and sensitivity to affirmative action among NGOs. As shown in Figure 4.1, males slightly outnumbered females, differing from Kitonga (2017), who reported a higher female representation. Overall, the study reflects balanced gender perspectives, confirming equitable participation across both sexes.



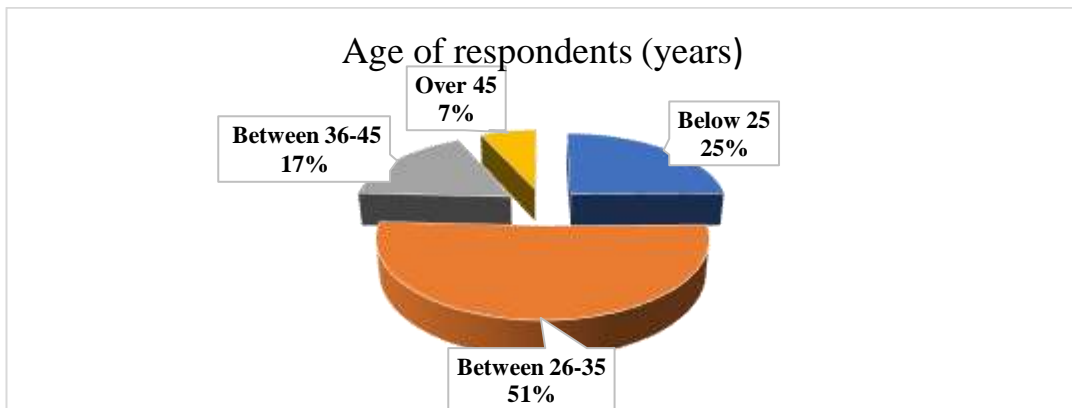
**Figure 4.1: Gender of Respondents**

#### 4.3.2 Age of the Respondents

The demographic profile of respondents of the research, specifically their age distribution, was a critical methodological consideration, informing the interpretation of findings related to employee welfare practices and performance. The rationale for collecting age data extended beyond merely ensuring an 'objective viewpoint'; rather, it aimed to capture the diverse perspectives and potential differential impacts of welfare initiatives across distinct generational cohorts within the workforce.

The age distribution revealed a significant concentration of respondents within the 26–35-year age bracket, accounting for 51.0% of the sample. This demographic segment, largely comprising early-career professionals and millennials, is often characterized by specific expectations regarding welfare practices, as evidenced by research on contemporary workforce dynamics (Mahmoud et. al. 2020). A substantial minority (24.8%) were under 25 years, representing emergent talent, while 17.4% fell into the 36–45-year range, and 6.8% were 45 years and above.

The predominance of younger employees, mainly millennials, indicates that their views on welfare provisions, such as financial support, recreation, health, and pensions, likely shaped the study's results. This aligns with literature noting that younger workers value work-life balance and technological flexibility (Stokes, 2019). Consequently, age becomes a key factor in interpreting how welfare practices influence productivity, given generational differences in valuing such benefits.

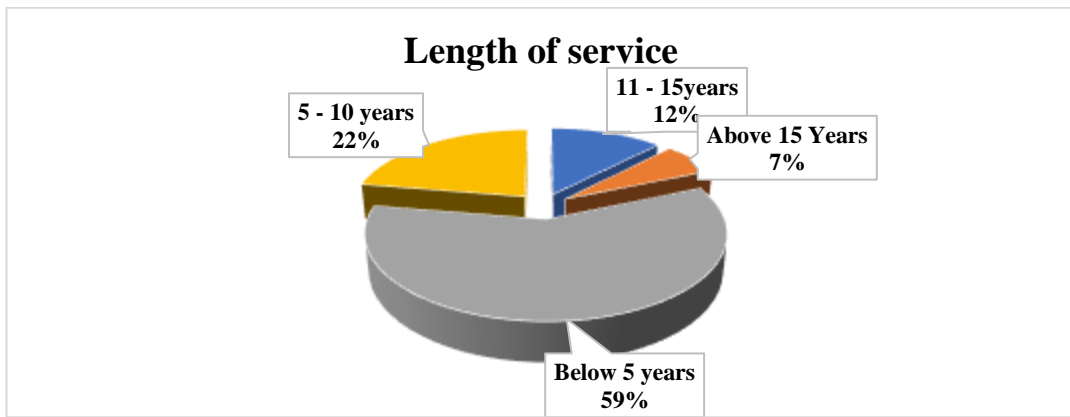


**Figure 4.2: Age of Respondents**

### **4.3.3 Duration of Working with NGOs**

The employee tenure is critical as it explains employee performance and stability in the organization. The period of continuous labour is depicted in Figure 4.3. The study participants were questioned about how long they had been employed by each firm. According to the findings, 59% of respondents had been employed by the company for less than five years, 12% for eleven to fifteen years, 22% for five to ten years, and 7% for fifteen years or more. The study's findings suggested that because the respondents had stayed for an appropriate amount of time, their responses would be appropriate and their data would be suitable for further research.

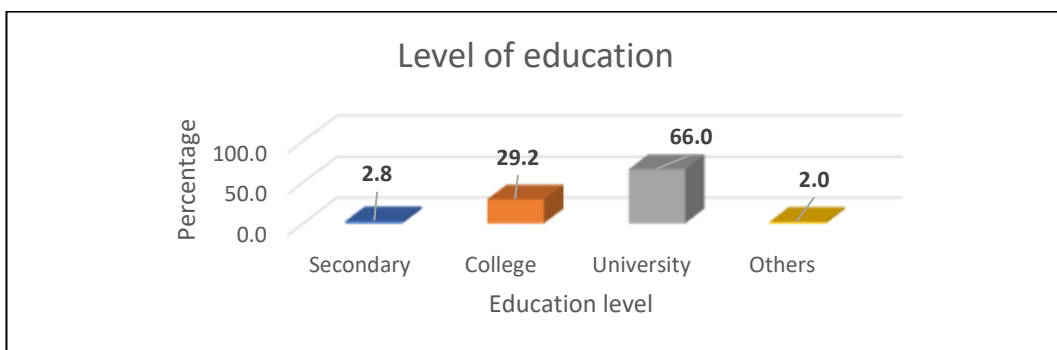
Similar findings were reported by Kitonga, (2017), where 50% of the respondents in the not-for-profit organization had worked for less than 5 years in the organization. In conclusion, the majority of the staff working in NGOs were young and had worked for only a short time. This is in line with Generation Y and Generation X, characterized by high mobility. They seek flexi time, economic support, and recreational practices at the workplace. Mwandishi, (2019) reported similar results, showing that 42.6% of respondents have spent 4 to 9 years working for the government, indicating that this was the majority. This finding indicates an important factor in understanding the study topic.



**Figure 4.3: Length of Service**

#### 4.3.4 Level of Education

The researcher also wanted to discover how well-educated the respondents were. This was done to aid the researcher in figuring out whether or if the responders could comprehend the questions and give appropriate answers. The findings are presented in Figure 4.4. According to the study's findings, 66.0% of respondents had a college degree, 29.2% had completed their college education, and 2.8% had just completed their secondary school. The lowest recorded was 2%, having attained other qualifications. From the findings, the highest rate of response was from the respondents with university degrees followed by college level of education, such respondents were well informed and enlightened in what they were responding to therefore their data would be reliable and good for further analysis. The findings also showed that most NGOs employed people with university degrees.



**Figure 4.1: Level of Education**

#### **4.4 Descriptive Analysis**

The descriptive results of each variable are shown in this section. In particular, the study generated frequencies, percentages, means, and standard deviations based on the data. The study adopted the following Likert Scale: Strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5).

##### **4.4.1 Employee Financial Support**

The study's first objective was to determine the relationship between employee financial support and employee performance in Non-Governmental Organizations (NGOs) in Nairobi County, Kenya. The following assertions about Employee Financial Support and employee performance in NGOs in Nairobi County were presented to the respondents, who were asked to indicate their level of agreement or disagreement. Out of the total respondents, 39% of respondents agreed, 22.5% were indifferent, 14.3% strongly agreed, 18.3% disagreed, and 5.9% strongly disagreed with the proposition that the company provides car loans to its employees. Additionally, 11.5% of respondents agreed strongly, 41.3% agreed, 25.6% had no opinion, 14.3% disagreed, and 7.3% strongly disagreed that businesses should give mortgages to their employees. This shows that respondents generally agreed with their company's practice of offering mortgages to its employees. Research by Oswald *et al.* (2015) discovered that the performance of staff was predicted by the availability of mortgages, and it was found to be consistent with the study's findings.

On whether employees had access to personal credit facilities, 12.9% of respondents strongly agreed, 36.8% agreed, 32.6% were neutral, 12.9% disagreed, and 4.8% strongly disagreed. Most survey participants thought that workers used personal credit facilities. The findings supported a study by (Otieno *et al.*, 2022), who discovered that access to small loans was a significant motivator for workers in rural areas to increase employee engagement, which in turn improved organizational performance. Finally, a study by Dabirian *et al.* (2019) concluded that cooperate welfare programs and access to loans can be described as employer practices designed to promote access to financial services.

The survey also aimed to determine whether the company supported employees in education support; 54.2%, 36.2%, 7.9%, and 0.6% of respondents said they agreed or strongly agreed with the proposition. Similar findings demonstrated that most respondents believed that the company supports employees in their pursuit of the education of their children. According to the respondents, 30.3% strongly agreed that financial support for employees improves education of their children, 57.3% agreed, 9.8% were indifferent, and 2.5% disagreed. Therefore, it may be claimed that NGOs in Nairobi County, Kenya give their employees financial support. On average, majority of respondents supported the contribution of financial support towards improved employee performance (mean=3.70, SD=0.92). The study's conclusions concur with those of research done by Manzini and Gwandure, (2011), who asserted that access to space and money are essential and that employee welfare spans a larger spectrum, particularly when provided as a reward to the workers. The researcher concluded that the majority of NGOs assist their staff financially. Table 4.21 presents the findings in detail.

**Table 4.21: Employee Financial Support**

Statement		SD	D	N	A	SA	Mean	Std. Dev
My organization offers car loans to employees	N %	21 5.9	65 18.3	80 22.5	139 39.0	51 14.3	3.38	1.115
My company offers its workers mortgages	N %	26 7.3	51 14.3	91 25.6	147 41.3	41 11.5	3.35	1.090
Employees at this company have access to personal credit facilities	N %	17 4.8	46 12.9	116 32.6	131 36.8	46 12.9	3.40	1.023
My company helps employees to pay for their education	N %	2 0.6	4 1.1	28 7.9	193 54.2	129 36.2	4.24	0.691
Employee financial support for education of their children	N %	0 0.0	9 2.5	35 9.8	204 57.3	108 30.3	4.15	0.693
<b>Overall Score</b>	%	0.0	2.5	9.8	57.3	30.3	<b>3.70</b>	<b>0.92</b>

#### 4.4.2 Employee Recreational Practices

The second objective was to evaluate the relationship between recreational practices for employees and employee performance in Nairobi County, Kenyan NGOs. Regarding employee recreational practices and facilities, the participants in this study were asked to rate their agreement or disagreement with the following statements. If the company provides free membership to clubs for employees, 33.1% agreed, 24.7% were neutral, 23.6% strongly agreed, 12.1% disagreed, and 6.5% strongly disagreed. According to the results, the majority of respondents believed that NGOs in Kenya offer staff free subscription to clubs for leisure time. The study's conclusions concurred with those made by Mokaya and Gitari (2012), who found that staff gatherings, team sports, and other recreational activities in the office are among the things that help employees stay healthy while at work. In the USA, recreational programs have been proven to increase job productivity by 52%, decrease short-term sickness by 32%, and lower healthcare expenses by 55% (Dabirian *et al.*, 2019). The study's findings agreed with those of Dabirian *et al.* (2019) and Marwa and Juma, (2021), who found that leisure practices enhanced performance.

When asked about regular and structured sports days, most respondents (70.8%) agreed that their organizations organized such activities. Similarly, 56.5% agreed that NGOs in Nairobi County frequently held staff parties. These findings contrast with Dabirian *et al.* (2019), who found that recreational activities enhance employee health and performance. Regarding staff outings and trips, 95% of respondents agreed these activities positively affected employee performance. On average, majority of respondents supported the contribution of recreational practices to improved employee performance (mean=3.67, SD=0.99). The conclusion is based on the study by Fallatah and Syed (2018), which revealed that workers work under pressure to achieve productivity and reach their objectives and that they require recreation to reduce stress. The results agreed with Marwa and Juma, (2021) contention that the provision of welfare practices to workers has a positive impact on their attitudes and productivity, which in turn enhances organizational performance. Table 4.22 contains the remaining findings.

**Table 4.22: Employee Recreational Practices**

Statement		SD	D	N	A	SA	Mean	Std. Dev
My organization offers employees free subscriptions to clubs	n	23	43	88	118	84	3.55	1.163
	%	6.5	12.1	24.7	33.1	23.6		
My organization has regular and organized sports days	n	9	27	68	180	72	3.78	0.938
	%	2.5	7.6	19.1	50.6	20.2		
The organization organizes regular staff parties	n	14	50	81	165	46	3.50	1.014
	%	3.9	14.0	22.8	46.3	12.9		
Team building activities are organized frequently	n	16	29	118	160	33	3.46	0.932
	%	4.5	8.1	33.1	44.9	9.3		
Organized regular staff outings and trips	n	9	11	46	180	110	4.04	0.889
	%	2.5	3.1	12.9	50.6	30.9		
<b>Overall Score</b>							<b>3.67</b>	<b>0.99</b>

#### 4.4.3 Employee Health Practices

To determine the relationship between employee health practices and employee performance in NGOs, the respondents were asked to rate how much they agreed with the following statements about employee health practices and how they relate to employee performance in Non-Governmental Organizations (NGOs) in Kenya. Table 4.5 presents the study's findings. In light of the results, the respondents were questioned about whether their companies offer full health insurance coverage for both employees and their immediate family members. The majority of respondents (59.3%) agreed, followed by 23.9% who strongly agreed, 12.1% who were indifferent, 3.4% who disagreed, and just 1.4% who strongly disagreed.

This finding suggested that the majority of NGOs had effective workplace medical insurance for their employees. Additionally, respondents were questioned about whether free medical exams for staff members were offered by their employers. 7.0% of respondents were neutral, whereas 32.3% strongly agreed and 57.6% agreed. 1.4% of people disagreed, with 1.7% strongly disagreeing. Once more, respondents were asked if their business provided a pleasant work environment for people with disabilities, including friendly pathways, accommodation for their requirements. According to the results, 54.2% of respondents agreed, 24.2% strongly agreed, 17.1% were indifferent, and 3.7% and 0.8% strongly disagreed.

When asked whether non-governmental organizations (NGOs) in Nairobi County, Kenya, provide counselling therapy practices, the majority of respondents, 50.0%, agreed, followed by 24.2% who strongly agreed, 18.3% who were unsure, and 5.3% and 2.2% who strongly disagreed. On average, majority of respondents supported the contribution of health practices towards improved employee performance (mean=3.89, SD=0.86). This result also revealed that the majority of respondents thought it was crucial to promote the mental health of employees for Non-Governmental Organizations (NGOs) in Nairobi to have access to counselling practices. On whether employee healthy diet practices improved respondents' performance at non-profit organizations, the results showed that 21.3% of respondents strongly agreed, 47.2% agreed, 25.6% were unsure, 3.7% disagreed, and 2.2% strongly disagreed.

According to the study's findings, respondents agreed that employee healthy diet practices improved the quality of practices supplied by NGOs. The outcomes of a previous study by Andi Kele *et al.*, (2016), who confirmed that employee health practices enhanced work performance, were found to be compatible with this finding. The study's findings were also in line with earlier research conducted in Mozambique, Malawi, Uganda, and Tanzania by Otieno *et al.* (2022) in collaboration with the World Bank, which discovered that staff health practices motivated employees to work hard in schools. Other research studies revealed that employee health practices enhance employee performance (Andi Kele *et al.*, 2016; Nguyen *et al.*, 2024), which supported these findings. In this regard, strong communication between managers and employees through appropriate health practices will be essential to enhancing employee performance in an NGO.

**Table 4.23: Employee Health Practices**

Statement		SD	D	N	A	SA	Mean	Std. Dev
The organization provides comprehensive health insurance coverage for employees and their nuclear family members	n %	5 1.4	12 3.4	43 12.1	211 59.3	85 23.9	4.01	0.789
The organization provides employees with free medical check-ups	n %	6 1.7	5 1.4	25 7.0	205 57.6	115 32.3	4.17	0.757
There are disability-friendly pathways and a conducive work environment	n %	3 0.8	13 3.7	61 17.1	193 54.2	86 24.2	3.97	0.797
My organization offers counselling therapy practices	n %	8 2.2	19 5.3	65 18.3	178 50.0	86 24.2	3.88	0.910
Healthy diet practices provided by the organization have been instrumental in enhancing my performance	n %	8 2.2	13 3.7	91 25.6	168 47.2	76 21.3	3.82	0.887
<b>Overall Score</b>	%	2.2	3.7	25.6	47.2	21.3	<b>3.89</b>	<b>0.86</b>

#### 4.4.4 Employee Pension Practices

To ascertain the association between employee pension practices and employee performance in NGOs in Kenya, the respondents were asked to assess how much they agreed or disagreed with the following assertions about employee pension practices in NGOs. To determine whether NGOs offer individual pension plans, the following responses were obtained: 0.8% strongly opposed, 5.6% disagreed, 18.5% were impartial, 50.3% agreed, and 24.7% highly agreed. According to the study's findings, NGOs' staff members concentrate on the organization's long-term financial objectives through personal pension plans.

When asked if the group pension plans used by NGOs foster a sense of community and engagement, 2.5% were highly opposed, 12.1% disagreed, 20.5% were indifferent, 40.4% agreed, and 24.4% strongly agreed. The results show that most respondents in Kenya who are employed by NGOs access group pensions, which enhance their sense of community and participation in organizational activities. On whether umbrella pension plans improved the well-being of employees, 2.5% strongly disagreed, 5.1% disagreed, 22.5% were indifferent, 44.7% agreed, and 25.3% strongly agreed that NGOs should offer umbrella pension plans.

The study's objective was to ascertain whether employee pension practices improve employee performance in NGOs. Out of the total responses, 3.4% strongly disagreed, 7.6% disagreed, 17.4% were neutral, 50.8% agreed, and 20.8% strongly agreed. On average, the majority of respondents supported the contribution of pension practices towards improved employee performance and peace of mind. (mean=3.84, SD=0.96). Employee recognition through pension plans, according to Nolan and Garavan (2016), is one of those strategies that arouses people's sentiments and emotions, inspiring them to put in a lot of effort. The conclusion showed a moderate association between employee pension practices and employee performance in Kenyan NGOs. The results were in line with earlier research by Nandi *et al.* (2020), who said that offering sufficient welfare arrangements is crucial for upholding the law and maintaining a happy workforce.

When asked to describe how employee pension practices affect performance, respondents noted that such practices promote collaboration, a sense of security, and overall well-being, enabling employees to give their best effort at work. Many participants emphasized that knowing their future financial needs were secure reduced anxiety and allowed them to focus more on their roles. The findings align with Khan and Panarina (2017), who observed that employees perform better and express greater job satisfaction when their welfare needs are adequately addressed. Similarly, Akpoviro *et al.* (2018) argued that organizations that recognize and invest in employees' long-term financial stability foster stronger commitment and productivity, ultimately contributing to the achievement of institutional goals.

**Table 4.24: Employee Pension Practices**

<b>Statement</b>		<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>Std. Dev</b>
Individual pension schemes motivate me in my organization to focus on long-term financial goals.	n	3	20	66	179	88	3.92	0.854
	%	0.8	5.6	18.5	50.3	24.7		
Group pension plans are effective for fostering a sense of belonging and engagement in my organization.	n	9	43	73	144	87	3.72	1.042
	%	2.5	12.1	20.5	40.4	24.4		
Umbrella pension plans improve my well-being in my organization.	n	10	23	57	164	102	3.91	0.976
	%	2.8	6.5	16.0	46.1	28.7		
The pension schemes provided in the organization nurture my loyalty and align me with my organization's goals.	n	9	18	80	159	90	3.85	0.942
	%	2.5	5.1	22.5	44.7	25.3		
The implementation of various pension schemes has resulted in my financial peace of mind.	n	12	27	62	181	74	3.78	0.971
	%	3.4	7.6	17.4	50.8	20.8		
<b>Overall Score</b>							<b>3.84</b>	<b>0.96</b>

#### 4.4.5 Top Management Commitment

The research sought to determine the effect of top management commitment on the relationship between employee welfare practices and employee performance in non-governmental organizations. The respondents were surveyed to gauge their level of agreement with various statements on the impact of top management commitment on employee performance. The results are shown in Table 4.25.

According to the results, a sizable plurality of respondents (35.7%) agreed and 55.1% strongly concurred that the top management in their organizations is dedicated to establishing a supportive work environment for all employees. Only 3.7% of those surveyed disputed this statement. Similar to this, 47.2% of respondents agreed, with 41.6% strongly agreeing, that senior management is committed to employees' personal needs and supports them. In a nutshell, most research participants agreed with all claims made on how top management commitment affects their companies. This suggests that the organizations have considered the best approaches to foster a positive work atmosphere and inspire the staff to get the most out of them.

On average, majority of respondents supported the contribution of top management commitment towards improved employee performance (mean=4.24, SD=0.84). The study findings agreed with Leksono, Siagian, and Oei (2020) who found that top management commitment has a significant effect on operational performance.

**Table 4.25: Top Management Commitment**

Statement		SD	D	N	A	SA	Mean	Std. Dev
Top management ensures a conducive work environment for all employees	N	0	13	20	127	196	4.42	0.76
	%	0	3.7	5.6	35.7	55.1		
Top management in my organization is mindful of my personal needs and acts to support them.	N	9	5	26	168	148	4.24	0.847
	%	2.5	1.4	7.3	47.2	41.6		
Top management offers collaborative mindset that make us feel great as a team.	N	7	14	19	167	149	4.23	0.87
	%	2	3.9	5.3	46.9	41.9		
Top management sets clear expectations and goals that are achievable.	N	8	9	19	173	147	4.24	0.845
	%	2.2	2.5	5.3	48.6	41.3		
Top management communication in my organization has influenced my performance	N	7	7	24	162	156	4.27	0.83
	%	2	2	6.7	45.5	43.8		
Top management commitment in my organization is founded on the corporate vision and mission.	N	6	20	35	146	149	4.16	0.933
	%	1.7	5.6	9.8	41	41.9		
Top management recognizes my accomplishments in the organization and rewards them	N	3	12	43	167	131	4.15	0.823
	%	0.8	3.4	12.1	46.9	36.8	<b>4.24</b>	<b>0.84</b>
<b>Overall Score</b>								

#### 4.4.6 Employee Performance

The performance of staff members in Nairobi County, Kenyan NGOs was rated on a scale of 1 to 5 by the respondents. Table 4.26 includes the findings. When the respondents in this study were asked whether the workers in NGOs can plan and carry out work in an orderly manner while recognizing priorities, 60.4% of respondents agreed, 23.0% strongly agreed, 12.1% were unsure, 3.4% disagreed, and 1.1% strongly disagreed.

The findings revealed that the standard deviation was 0.767 and that the average scoring rate value was 4.01. The findings indicated that staff in Non-Governmental Organizations (NGOs) in Nairbi County were able to plan and carry out job operations in an organized manner while keeping priorities in mind, resulting in good performance.

Concerning whether or not staff in Non-Governmental Organizations (NGOs) in Nairobi County can effectively communicate with customers, superiors, peers and others, 19.4% highly agreed, 54.5% agreed, 16.3% were neutral, 8.1% disagreed, and 1.7% strongly disagreed. This study found that the vast majority of employees in Non-Governmental Organizations (NGOs) can effectively communicate with customers, superiors, colleagues, and others, hence enhancing overall employee performance. The findings are corroborated by previous research by Salas-Vallina *et al.* (2021), who established that welfare work programs may lead to outstanding performance. The findings are also in sync with Gathenya, (2012), who posit that employee performance occurs when employees meet the goals communicated to them through the organizational strategic plans. Similarly, Ma *et al.* (2020) saw personnel as having an intangible resource role in a firm.

According to Coetzee and Baker, (2015) Increased employee welfare practices reduced labour turnover in the retail business. To determine if employees in Kenyan Non-Governmental Organizations (NGOs) can submit feasible new ideas to their organizations, 61.0% agreed, 31.5% strongly agreed, 2.8% were undecided, yet 3.4% disagreed and 1.4% strongly disagreed. This meant that most study participants felt that personnel working with Non-Governmental Organizations (NGOs) in Kenya are inventive, allowing them to come up with new ideas that enhance the organizations' operations. This finding was consistent with the findings of Chen *et al.* (2017), who recognized that administering employment relationships through grievance resolution addresses worker fairness, thereby reducing stress and improving performance.

When asked if the personnel of Non-Governmental Organizations (NGOs) in Nairobi County, Kenya had the self - drive to carry out the tasks that had been assigned to them, 52.8% said yes, 6.7% said no, 37.9% said yes strongly, 1.7% said no, and 0.8% said strongly disagreed. Finally, many individuals are self-motivated when completing activities in the organization. This meant that the employees may work on their own initiative to complete agreed-upon duties.

In a similar vein, respondents were asked if employees of non-governmental organizations (NGOs) in Nairobi County, Kenya, could lead, motivate, assign tasks, direct, coordinate, and develop others. In the same test, 16.6% were unsure, 29.2% strongly agreed, 46.6% agreed, while 5.9% and 1.7% strongly disagreed. The average score was 3.96 out of 5, with a 0.920 standard deviation. According to the results, respondents were in agreement that staff members of non-governmental organizations (NGOs) in Nairobi County, Kenya, may guide and mentor others in achieving organizational objectives.

Respondents were asked whether personnel in Kenyan NGOs meet work quality targets through timely delivery. About 46.3% agreed, 19.9% strongly agreed, and 16.6% were undecided, while 11.5% disagreed and 3.7% strongly disagreed, suggesting that most staff can meet performance goals. When asked about moral principles such as honesty, decency, and reliability, 36.0% agreed, 22.8% strongly agreed, 29.8% were neutral, 7.9% disagreed, and 3.7% strongly disagreed. With an average score of 3.66 out of 5 and a standard deviation of 1.029, the results indicate that NGO employees generally uphold high moral and ethical standards.

Additionally, respondents were asked if employees of Kenyan NGOs were held accountable. Results showed that 44.4% of NGOs' management employees agreed, 20.8% strongly agreed, and 18.0% were unsure. Additionally, 3.7% strongly disagreed, and 7.9% disagreed. The results showed that employees at NGOs were accountable for everything they did at work. In addition, respondents were questioned about whether NGOs' staff members were consistent in accuracy, thoroughness of work. 54.5% of respondents agreed, 7.6% disagreed, 33.7% strongly agreed, 3.4% disagreed, and 0.8% strongly disagreed.

Based on the results, the respondents concluded that workers were attentive when doing activities and duties for the organizations that they worked for, which were members of a business network. The responses to the question of whether NGOs' employees in Kenya, preferred to act in groups rather than alone were as follows: 28.7% strongly agreed, 7.9% disagreed, 18.8% were undecided, 44.4% agreed, and 0.3% strongly disagreed. According to the findings, participants thought that employees at NGOs in Nairobi County, Kenya, were capable team players and eager to operate in concert with others rather than on their own.

**Table 4.26: Employees Performance**

Statement		SD	D	N	A	SA	Mean	Std. Dev
Ability to prioritize tasks, plan ahead, and carry out activities in an organized manner	n	4	12	43	215	82	4.01	0.767
	%	1.1	3.4	12.1	60.4	23.0		
Able to interact and communicate successfully with peers, superiors, and customers	n	6	29	58	194	69	3.82	0.896
	%	1.7	8.1	16.3	54.5	19.4		
Ability to offer workable new ideas to improve performance	n	5	12	10	217	112	4.18	0.758
	%	1.4	3.4	2.8	61.0	31.5		
The employees can meet the work quality in a timely manner	n	3	6	24	188	135	4.25	0.726
	%	0.8	1.7	6.7	52.8	37.9		
Ability to lead others, motivate others, delegate tasks, direct, coordinate, and mentor others	n	6	21	59	166	104	3.96	0.920
	%	1.7	5.9	16.6	46.6	29.2		
The worker can accomplish the Performance Objectives.	n	13	41	59	172	71	3.69	1.031
	%	3.7	11.5	16.6	48.3	19.9		
The employees are consistent in accuracy, thoroughness of work.	n	13	28	106	128	81	3.66	1.029
	%	3.7	7.9	29.8	36.0	22.8		
The employees are accountable	n	29	31	64	158	74	3.61	1.149
	%	8.1	8.7	18.0	44.4	20.8		
The employees have self-drive to undertake agreed tasks.	n	3	12	27	194	120	4.17	0.773
	%	0.8	3.4	7.6	54.5	33.7		
There is a willingness to behave more like a group member than an individual	n	1	28	67	158	102	3.93	0.901
	%	0.3	7.9	18.8	44.4	28.7		
<b>Overall Score</b>							<b>3.93</b>	<b>0.90</b>

#### **4.4.7 Qualitative Analysis**

During analysis from key informants, it was established that various NGOs adopted different measures to support their staff financially. For instance, (M1) stated that in our organization, “we have started savings schemes for our employees where they can enrol, save, and get loans at a cheap and flexible repayment plan. We have collaborated with financial institutions to provide flexible and affordable loans to our employees. This ensured that staff did not strain too much financially, thereby giving them some peace of mind to concentrate on their work.

One of the senior managers (M2) in an NGO stated, “As an organization, we have collaborated with a local bank to offer our staff affordable loans with longer repayment periods. This offers the staff the opportunity for self-development with less strain since the repayment terms are quite flexible. We also have comprehensive medical insurance for our staff members and their nuclear families to ensure that they do not worry about medical expenses whenever their spouse or children get sick. This gives them some sense of security and peace of mind to work hard and perform their duties”.

Another manager (M3) stated, “We recognize the difficulties in coping with high costs of living especially due to higher inflation rates in the country. For this reason, we review the inflation situation in the country at the beginning of the year and in turn adjust the employees’ salaries accordingly. Mostly, their salaries are adjusted upwards meaning that they will have more income due to this adjustment. We also reward hard work and good performance. This is done through yearly appraisals where better-performing employees are rewarded with a salary increase. This also ensures that the employees put more effort in their work to get this reward, thus improving their performance”. The claim that employee recreational practices and amenities were crucial in increasing employee performance was further reinforced by key informants in this study. It was noted that most of the organizations organized team-building activities for their employees where staff members are involved in sporting activities, mountain climbing, and swimming. Some of the organizations are flexible to allow staff sometime in the morning to attend gym or morning runs, but the staff member should compensate for this time.

This was supported by a manager (M5) who stated, “Sometimes we have different sporting activities and compete per departments. We have sports like swimming, football, netball, and cycling. The winning team is rewarded with gifts and cash rewards. These sports enhance the bonding of team members and create a better understanding of each member of the team. We are therefore able to work as a team even in our core work and achieve better results”. It was also noted from the findings that many NGOs had put to heart the emotional aspects of their employees, especially during both happy and sad moments. For this reason, employees in these organizations lived as a family and would support each other. In some instances, some organizations would make monetary contributions through the group schemes to support their members. This would bring about a sense of belonging and financial peace of mind. This gesture would then motivate the employee to give more to the organization.

#### **4.5 Diagnostics Tests**

This section presents diagnostic test results. This included normality, linearity, multicollinearity, autocorrelation, and heteroscedasticity tests. This ensured the accuracy of the regression results.

##### **4.5.1 Normality Tests**

A crucial component of statistics is the normality test, especially when performing parametric tests like correlation and regression analysis. Elkink (2015) states that although it is presumed that the error terms in multiple linear regressions follow a normal distribution, it is advised that studies check the distributions of key variables before drawing any conclusions. According to Elkink (2015), histograms are an excellent tool for quickly determining the dispersion of data. To ascertain whether the data in this study are properly modeled and regularly distributed, normality tests were conducted. The study used the Kolmogorov-Smirnov normality test, according to which if the test of normality yields a value less than 0.05, the data is not normally distributed.

H<sub>0</sub>: The data follows a normal distribution.

H<sub>1</sub>: The data does not follow a normal distribution.

Based on the data, the Kolmogorov-Smirnov test yielded p-values higher than the alpha value of 0.05. This implies that the data were normally distributed.

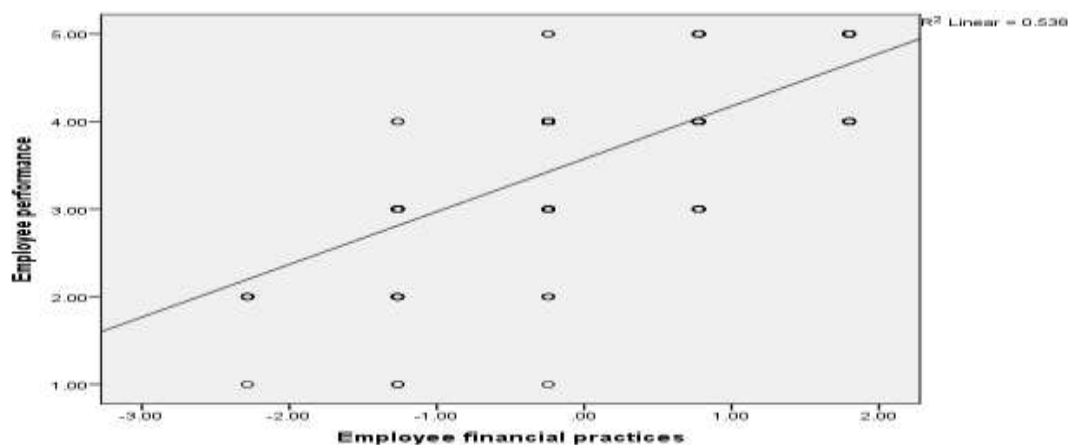
**Table 4.27: Normality Tests**

Variable	Kolmogorov-Smirnova		
	Statistic	df	Sig.
Employee performance	0.238	356	.09
Employee financial practices	0.262	356	.207
Employee recreational practices	0.23	356	.075
Employee health practices	0.208	356	.350
Employee pension practices	0.26	356	.091
Top management commitment	0.275	356	.059

a Lilliefors Significance Correction

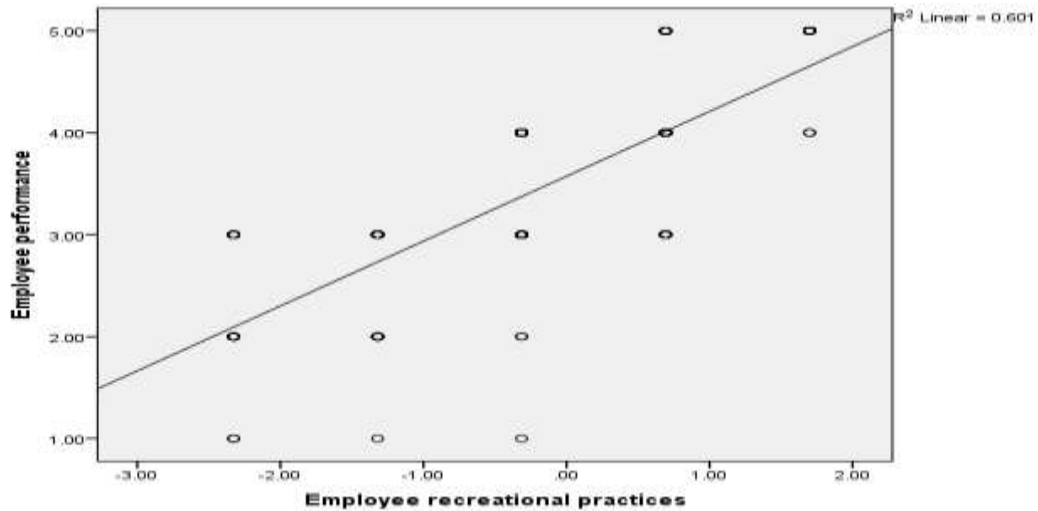
#### 4.5.2 Linearity Test

Scatter plots were used to conduct the linearity tests between the independent variables and the dependent variable. Figure 4.5 indicates a linear positive relationship between employee financial support and employee performance. This is demonstrated by the positively sloping line of fit.



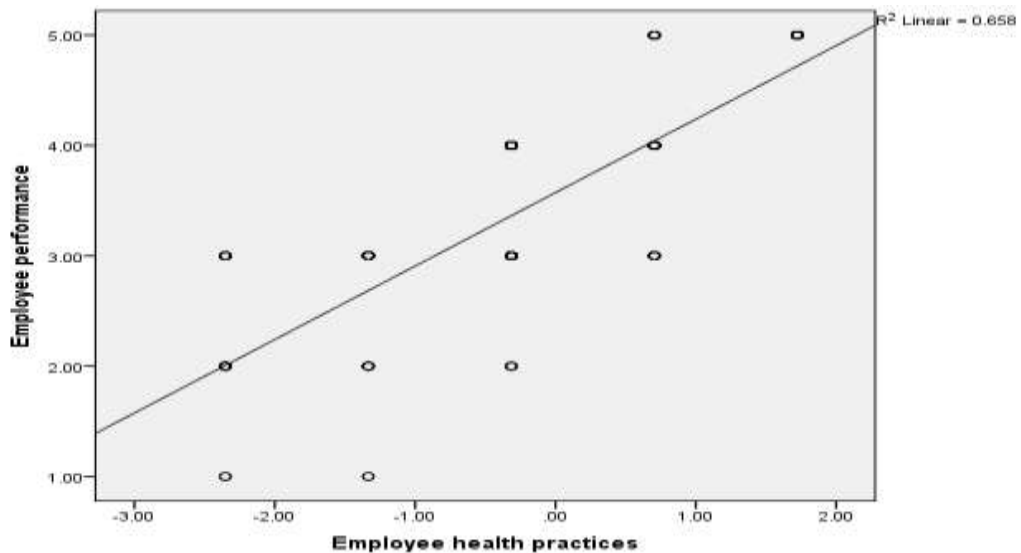
**Figure 4.5: Linearity Test; Employee Financial Practices & Employee Performance**

Figure 4.6 indicates a linear positive relationship between employee recreational practices and employee performance. This is demonstrated by the positively sloping line of fit.



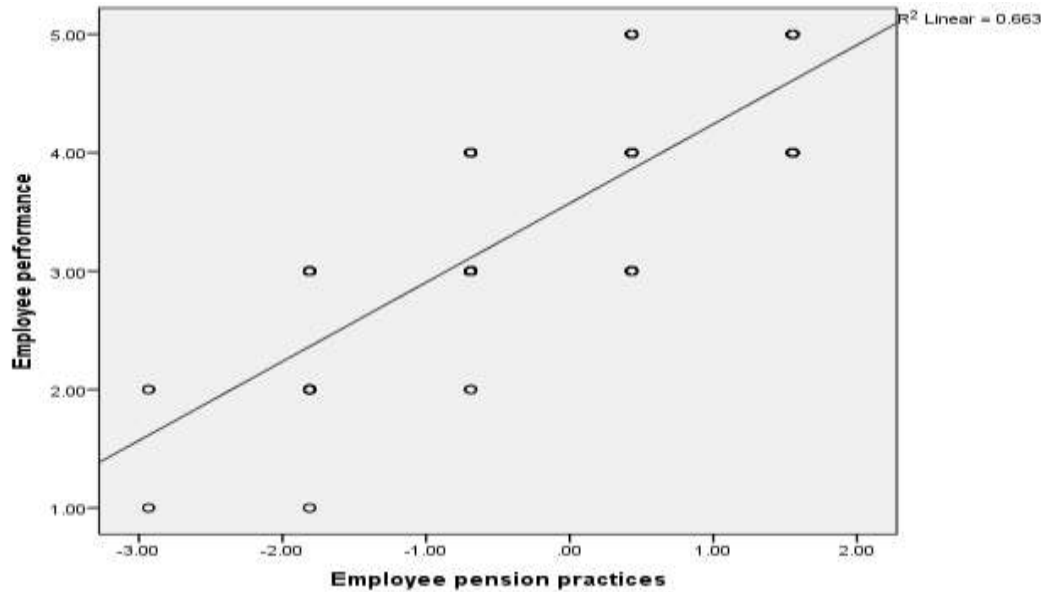
**Figure 4.6: Linearity Test; Employee Recreational Practices & Employee Performance**

Figure 4.7 indicates a linear positive relationship between employee health practices and employee performance. This is demonstrated by the positively sloping line of fit.



**Figure 4.7: Linearity Test; Employee Health Practices & Employee Performance**

Figure 4.8 indicates a linear positive relationship between employee pension practices and employee performance. This is demonstrated by the positively sloping line of fit.



**Figure 4.8: Linearity Test; Employee Pension Practices & Employee Performance**

#### 4.5.3 Multi-Collinearity Test

Multi-collinearity, according to Williams *et al.* (2019), is the presence of correlations between the predictor variables. Anytime there is a significant link between independent variables, multicollinearity is an issue. Excessive standard errors of the coefficients of the impacted variables are what define this issue. Although the overall model may be significant, the presence of multicollinearity can seriously impair the estimation of and interpretation because it increases the variability of the variable estimates, which might lead to individual predictor variables being statistically insignificant. With the use of the VIF, multi-collinearity was examined in this work. This was determined using SPSS multicollinearity is considered to be present when all independent and dependent variables' VIFs are less than 3 (VIF 3), whereas a VIF of greater than 10 (VIF 10) indicates a concern.

According to the findings, there was no multicollinearity between the independent variables and the dependent variable as shown by the V.I.F. statistics between the independent variables and the dependent variable being between 1 and 5. According to Vatcheva *et al.* (2016), values of the tolerance statistic below 0.1 indicated a major issue, whereas values below 0.2 indicated a likely issue. A VIF greater than 10 (VIF 10) suggested a multicollinearity issue. The cut-off value of 10 and above showed the existence of multicollinearity. In this work, the multicollinearity test was examined using the Variance Inflation Factor (VIF). Table 4.28 provides the summary.

**Table 4.28: Collinearity Statistics**

Model		Collinearity Statistics	
		Tolerance	VIF
1	Financial practices	.236	4.231
	Recreational practices	.192	5.210
	Health practices	.211	4.749
	Pension practices	.306	3.264
	Management commitment	.223	4.479

a. Dependent Variable: Employee performance

#### 4.5.4 Autocorrelation Test

The Durbin-Watson test for autocorrelation was used to examine whether or not the residuals are serially correlated. A value of 2 shows that there is no autocorrelation, a value between 0 and 2, and a value of >2 indicates that there is a negative autocorrelation, according to the Durbin-Watson test, which produces a test statistic with a value between 0 and 4. Test statistic values between 1.5 and 2.5 are regarded to be relatively typical according to the decision criteria. Values that fall outside of this range may be problematic (Field & Wilcox, 2017). The variables were not autocorrelated, based on the Durbin-Watson test's findings, which produced an autocorrelation value of 1.637.

**Table 4.29: Durbin-Watson Test Results**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>	<b>Durbin-Watson</b>
1	.868a	0.754	0.751	0.40946	1.637

a Predictors: (Constant), Employee pension practices, Employee health practices, Employee financial practices, Employee recreational practices

b Dependent Variable: Employee performance

#### 4.5.5 Heteroscedasticity Test

Since the data utilized for this study covers a cross-section of companies, heteroscedasticity issues are raised. The error term is considered to be homoscedastic in the classical linear regression model (CLRM), which means it has a constant variance. If the error variance is not constant, there is heteroscedasticity in the data. To determine if there was heteroscedasticity, Levene's test was used. The study's null hypothesis was that the error variance is homoscedastic. As indicated in Table 4.30, all variables have significance (sig) values greater than 0.05, indicating that the null hypothesis of constant variance of error terms was accepted. Therefore, the variance of the residuals was homoscedastic.

**Table 4.30: Test of Homogeneity of Variances**

<b>Statement</b>	<b>Levene Statistic</b>	<b>df1</b>	<b>df2</b>	<b>Sig.</b>
Employee performance	0.08	4	351	0.09
Employee financial practices	0.063	4	351	0.803
Employee recreational practices	0.062	4	351	0.805
Employee health practices	1.889	4	351	.112
Employee pension practices	0.438	4	351	0.512
Top management commitment	0.687	4	351	0.412

#### 4.6 Correlation Analysis

The relationship between variables is revealed via correlation analysis (Mugenda & Mugenda, 2012). The Pearson correlation coefficient ( $r$ ) was used to determine the relationship between the variables. The findings in Table 4.31 indicate that employee financial practices ( $r = .733^{**}$ ,  $P = .000$ ), have a strong positive and significant relationship with employee performance at a 95% confidence level. This implies that an increase in employee financial practices is significantly associated with an increase in employee performance. The findings support those of Patro (2017), who argued that employee welfare is a form of financial support that some businesses deploy as a productivity-boosting tactic.

The findings also indicated that employee recreational practices ( $r = .775^{**}$ ,  $P = .000$ ), have a strong positive and significant relationship with employee performance at 95% confidence level. This implies that an increase in employee recreational practices is significantly associated with an increase in employee performance. The findings agree with Agha Khan Development Network (2013), which found that recreational activities reduced health issues and enhanced work performance and service quality.

The findings further reveal that employee health practices ( $r = .811^{**}$ ,  $P = .000$ ), have a strong positive and significant relationship with employee performance at 95% confidence level. This implies that an increase in employee health practices is significantly associated with an increase in employee performance. The findings concur with Andi Kele *et al.* (2016) assertion that employee health promotes job performance, which in turn boosts organizational performance.

In addition, the findings reveal that employee pension practices ( $r = .814^{**}$ ,  $P = .000$ ), have a strong positive and significant relationship with employee performance at 95% confidence level. This implies that increase in employee pension practices is significantly associated with increase in employee performance. The findings corroborate with those of Amoatema and Kyeremeh (2016), and Nolan and Garavan, (2016) who argued that one of the processes that sets off people's moods and emotions and thereby motivates them to work is employee appreciation.

**Table 4.31: Correlation Matrix**

Variable		Employee performance	Financial practices	Recreational practices	Health practices	Pension practices	Management commitment
Employee performance	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	356					
Financial practices	Pearson Correlation	.733**	1				
	Sig. (2-tailed)	.000					
	N	356	356				
Recreational practices	Pearson Correlation	.775**	.768**	1			
	Sig. (2-tailed)	.000	.000				
	N	356	356	356			
Health practices	Pearson Correlation	.811**	.799**	.760**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	356	356	356	356		
Pension practices	Pearson Correlation	.814**	.786**	.769**	.757**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	356	356	356	356	356	

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

#### 4.7 Simple Regression Analysis

The ability of a variable to predict a result in the dependent variable when there is a linear connection between them was evaluated using regression analysis. Regression analysis may be used to assess the degree of the relationship between the independent and dependent variables (Hair *et al.*, 2019).

#### 4.7.1 Employee Financial Support and Employee Performance

The study sought to determine the relationship between employee financial support and employee performance in Non-Governmental Organizations (NGOs) in Nairobi County, Kenya. A simple linear regression was conducted to determine the relationship between employee financial support and employee performance.

**Table 4.32: Regression Results for Employee Financial Support**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.733 <sup>a</sup>	0.538	0.536	0.55879		
ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	128.566	1	128.566	411.748	.000 <sup>b</sup>
	Residual	110.535	354	0.312		
	Total	239.101	355			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.583	0.102		15.460	0.000
	Financial support	0.614	0.030	0.733	20.292	0.000

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Financial practices

Table 4.32 presents R-squared values of 0.538 and adjusted R-squared values of 0.536. The R-square value of 0.538 indicates that 53.8% of the variations in employee performance can be explained by employee financial support. The results denote that employee financial support is a strong determinant of employee performance. This suggests a substantial explanatory power within the context of NGOs in Nairobi County, Kenya. The adjusted value of 0.536 signifies a strong relationship, which is sufficient to influence NGO managers in decision-making on the welfare practices. Furthermore, the remaining 46.2% of variation in employee performance can be attributed to other factors not included in this model.

The table also shows the analysis of variance (ANOVA) test. The F statistic value was 411.748, and the p-value of 0.000 ( $<0.05$ ). This means that the regression model predicts significantly (goodness of fit) the dependent variable (employee performance). This implies that there is a significant relationship between employee financial support and employee performance in Non-Governmental Organizations (NGOs) in Nairobi County, Kenya. The table further indicates the coefficient results. The unstandardized coefficient ( $B=0.614$ ) and p-value of  $0.000 < 0.05$  confirm that employee financial support has a positive and significant influence on employee performance. In particular, a unit increase in employee financial support leads to a 0.614 unit increase in employee performance.

These results support the assertion made by Otieno *et al.* (2022) that improving staff lifestyles is a significant predictor of effective service delivery by workers. Additionally, according to Patro (2017), employee welfare is a form of financial support that some businesses deploy as a productivity-boosting tactic. This aligns with Maslow's theory of needs that financial support is one of the basic needs for employees, and a unit increase in the provision of it leads to an increase in performance.

#### **4.7.2 Employee Recreational Practices and Employee Performance**

The study sought to establish the relationship between employee recreational practices and employee performance in Non-Governmental Organizations (NGOs) in Kenya. A simple linear regression was conducted to determine the relationship between employee recreational practices and employee performance.

Table 4.33 presents R-squared and adjusted R-squared values. The R-square value of 0.601 indicates that 60.1% of variations in employee performance can be explained by employee recreational practices. The results denote that employee recreational practices are a strong determinant of employee performance. Furthermore, the remaining 39.9% of variation in employee performance can be attributed to other factors not included in this model.

The table also shows an analysis of variance (ANOVA) test. The F statistic value was 533.253 and the p-value of 0.000 ( $<0.05$ ). This means that the regression model predicts significantly (goodness of fit) the dependent variable (employee performance). This implies that there is a significant relationship between employee recreational practices and employee performance in Non-Governmental Organizations (NGOs) in Nairobi County, Kenya.

The table further indicates the coefficient results. The unstandardized coefficient ( $B=.640$ ) and p value of  $0.000 < 0.05$  confirm that employee recreational practices have a positive and significant influence on employee performance. In particular, one unit increase in employee recreational practices leads to a 0.640 unit increase in employee performance. The findings of the study corroborate those of Agha Khan Development Network (2013), which found that recreational activities reduced health issues and enhanced work performance and service quality. The existence of welfare practices for employees, according to Marwa and Juma (2021), has an impact on their performance, attitude, and commitment.

**Table 4.33: Regression Results for Employee Recreational Practices**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.775 <sup>a</sup>	0.601	0.600	0.51912		
ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	143.704	1	143.704	533.253	.000 <sup>b</sup>
	Residual	95.398	354	0.269		
	Total	239.101	355			
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.452	0.096		15.146	0.000
	Recreationa l practices	0.640	0.028	0.775	23.092	0.000

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Employee recreational practices

### 4.7.3 Employee Health Practices and Employee Performance

The study sought to assess the relationship between employee health practices and employee performance in Non-Governmental Organizations (NGOs) in Kenya. A simple linear regression was conducted to determine the relationship between employee health practices and employee performance. Table 4.34 presents R-squared and adjusted R-squared values. The R-square value of 0.658 indicates that 65.8% of the variations in employee performance can be explained by employee health practices. The results denote that employee health practices is a strong determinant of employee performance. Furthermore, the remaining 34.2% of variations in employee performance can be attributed to other factors not included in this model.

The table also shows analysis of variance (ANOVA) test. The F statistic value was 681.096 and p value of 0.000 ( $<0.05$ ). This means that the regression model predicts significantly (goodness of fit) the dependent variable (employee performance). This implies that there is a significant relationship between employee health practices and employee performance in Non-Governmental Organizations (NGOs) in Kenya.

The table further indicates the coefficients results. The unstandardized coefficient (B=.678) and p-value of  $0.000 < 0.05$  confirm that employee health practices have a positive and significant influence on employee performance. In particular, one unit increase in employee health practices leads to 0.678 unit increase in employee performance. The results of the study support those of Andi Kele *et al.* (2016), who found that employee health promotes job performance, which in turn boosts organizational performance. The results also corroborate research by Zeman, Miletic and Topić (2025) that revealed welfare programs improve employee commitment and have an influence on both staff and their performance.

**Table 4.34: Regression Results for Employee Health Practices**

<b>Model Summary</b>						
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>		
1	.811 <sup>a</sup>	0.658	0.657	0.48062		
<b>ANOVA<sup>a</sup></b>						
<b>Model</b>		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	157.329	1	157.329	681.096	.000 <sup>b</sup>
	Residual	81.772	354	0.231		
	Total	239.101	355			
<b>Coefficients<sup>a</sup></b>						
<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1	(Constant)	1.329	0.090		14.815	0.000
	Health practices	0.678	0.026	0.811	26.098	0.000

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Health practices

#### **4.7.4 Employee Pension Practices and Employee Performance**

The study sought to determine the relationship between employee pension practices and employee performance in Non-Governmental Organizations (NGOs) in Kenya. A simple linear regression was conducted to determine the relationship between employee pension practices and employee performance. Table 4.35 presents R-squared and adjusted R square values. The R-square value of 0.663 indicates that 66.3% of variations in employee performance can be explained by employee pension practices. The results denote that employee pension practices is a strong determinant of employee performance. Furthermore, the remaining 33.7% of variations in employee performance can be attributed to other factors not included in this model.

The table also shows the analysis of variance (ANOVA) test. The F statistic value was 695.834 and p-value of 0.000 (<0.05). This means that the regression model predicts significantly (goodness of fit) the dependent variable (employee performance). This implies that there is a significant relationship between employee pension practices and employee performance in Non-Governmental Organizations (NGOs) in Kenya.

The table further indicates the coefficients results. The unstandardized coefficient (B=.749) and p-value of  $0.000 < 0.05$  confirm that employee pension practices have a positive and significant influence on employee performance. In particular, a unit increase in employee pension practices leads to 0.749 unit increase in employee performance. The results of this study agree with those of Akpoviroro *et al.* (2018), who discovered that people achieve organizational goals if they are respected, cared for, trusted, supported when they are in need and led appropriately through encouraging guidance. Additionally, according to Amoatema and Kyeremeh (2016), and Nolan and Garavan (2016), one of the processes that set off people's moods and emotions and thereby motivate them to work is employee appreciation.

**Table 4.35: Regression Results for Employee Pension Practices**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.814 <sup>a</sup>	0.663	0.662	0.47723		
ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	158.477	1	158.477	695.834	.000 <sup>b</sup>
	Residual	80.624	354	0.228		
	Total	239.101	355			
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.864	0.106		8.172	0.000
	Pension practices	0.749	0.028	0.814	26.379	0.000

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Pension practices

#### 4.8 Multiple Regression Analysis

Multiple regression analysis was conducted to examine the relationship between employee welfare practices and employee performance in Non-Governmental Organizations in Kenya. The model summary, analysis of variance, and regression coefficients results are presented in Table 4.36. The findings indicate an R square of 0.754, which revealed that jointly the independent variables (financial support, recreational practices, health practices, and pension practices) explained 75.4% of variations in the dependent variable (employee performance). The remaining 24.6% could be attributed to other factors not included in this study model. The results imply that employee welfare practices are strong determinants of employee performance. The results also indicate an F statistic of 268.779 and a p-value of 0.000 less than 0.05. This implies that the study model was significant (excellent fit) in predicting employee performance. This confirms that employee welfare practices are satisfactory predictors of employee performance.

The findings further indicate that employee health practices had a positive and significant influence on employee performance ( $\beta = .330$ ,  $p=.000<.05$ ). This means that when combined with other employee welfare practices, health practices contribute positively and significantly to employee performance. The study findings agreed with Andi Kele *et al.* (2016), who confirmed that employee health practices enhanced work performance, were found to be compatible with this finding. The results reveal that employee pension practices had a positive and significant influence on employee performance ( $\beta = .409$ ,  $p=.000<.05$ ). This means that when combined with other employee welfare practices, pension practices contribute positively and significantly to employee performance. The study findings agreed with Tayari (2019) who found that pension schemes financing structure have a significant effect on performance.

The study findings also agreed with Oduor (2021) who found that occupational health and safety practices influence on employee performance. The results reveal that employee recreation practices had a positive and significant influence on employee performance ( $\beta = .083$ ,  $p=.000<.05$ ). This means that when combined with other

employee welfare practices, employee recreation contributes positively and significantly to employee performance.

The study findings agreed with Enenifa and Akintokunbo (2020) who found that workplace recreational activities have a significant effect on employee effectiveness. The study findings also agreed with Patrick *et al.* (2023) who found that recreational facilities at the workplace affect employee well-being through nurturing support and bonding. In addition, the findings reveal that financial support ( $p = .851 > 0.05$ ) and recreational practices support ( $p = .072 > 0.05$ ) have no significant influence on employee performance. This means that when combined with other employee welfare practices, financial support and recreational practices support have no significant contribution to employee performance. The study findings agreed with Kalima and Kabubi (2021) who found that financial support had a positive effect on employee performance. However, a similar study showed that Lee and Kim (2019) findings showed that financial support and research performance showed a reverse causality association

**Equation:**

$$Y = 0.750 + 0.083X_2 + 0.330X_3 + 0.409X_4$$

Where:

Y – Employee performance;  $X_2$  – Employee recreational practices;  $X_3$  – Employee health practices;  $X_4$  – Employee pension practices.

**Table 4.36: Results for Multiple Linear Regression**

<b>Model Summary</b>						
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>		
1	.868 <sup>a</sup>	0.754	0.751	0.40946		
<b>ANOVA<sup>a</sup></b>						
<b>Model</b>		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	180.253	4	45.063	268.779	.000 <sup>b</sup>
	Residual	58.848	351	0.168		
	Total	239.101	355			
<b>Coefficients<sup>a</sup></b>						
<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>T</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1	(Constant)	0.750	0.091		8.211	0.000
	Financial practices	-0.008	0.042	-0.009	-0.188	0.851
	Recreational practices	0.083	0.046	0.101	1.807	0.072
	Health practices	0.330	0.048	0.395	6.851	0.000
	Pension practices	0.409	0.044	0.445	9.378	0.000

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Pension practices, Health practices, financial practices, Recreational practices

#### **4.9 Moderating Effect of Top Management Commitment on Welfare Practices and Employee Performance**

The study sought to assess the extent to which top management commitment moderates the relationship between employee welfare practices and employee performance in NGOs in Kenya. Table 4.37 shows an R-square value of 0.801 when employee welfare practices are combined with top management commitment to explain employee performance. This means that 80.1% of variations in employee performance are accounted for by employee welfare practices and top management commitment.

The R-squared increased from 75.4% to 80.1% with the introduction of the moderator (top management commitment). This means that top management commitment increases the explanatory power of employee welfare practices in predicting employee performance in NGOs in Kenya. The findings concurred with Wanjala (2023) assertion that a well-executed leadership style promotes better working conditions and a more collaborative workplace, which can raise staff morale and performance. Similarly, Sorenson (2021) observed that a committed top management generally promotes a team-oriented workplace, which has various benefits, including increased production and morale, but it may also lengthen the time required to make choices. Additionally, Ogbeibu *et al.* (2020) established that employee morale and performance may be impacted by a manager's aptitude and disposition.

**Table 4.37: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change
1	.116a	0.013	0.002	0.82735	0.013
2	.874b	0.764	0.758	0.40722	0.750
3	.875c	0.765	0.759	0.40694	0.001
4	.895d	0.801	0.793	0.37685	0.036

a Predictors: (Constant), Work duration, Level of education, Gender, Age

b Predictors: (Constant), Work duration, Level of education, Gender, Age, Employee health practices, Employee pension practices, Employee financial practices, Employee recreational practices

c Predictors: (Constant), Work duration, Level of education, Gender, Age, Employee health practices, Employee pension practices, Employee financial practices, Employee recreational practices, Top management commitment

d Predictors: (Constant), Work duration, Level of education, Gender, Age, Employee health practices, Employee pension practices, Employee financial practices, Employee recreational practices, Top management commitment, Int\_1, Int\_3, Int\_4, Int\_2

e Dependent Variable: Employee performance

Based on Table 4.38, the unstandardized coefficient for the interaction term between health practices and top management commitment is 0.25 and the value is 0.000 (<0.05). This means that top management commitment has a significant and positive moderating influence on the relationship between health practices and employee performance in NGOs in Kenya. Further, the unstandardized coefficient for the interaction term between pension practices and top management commitment is - 0.164, and the value is 0.000 (<0.05). This means that top management commitment

has a significant moderating negative influence on the relationship between pension practices and employee performance in NGOs in Nairobi County, Kenya. The negative coefficient suggests that as top management commitment to pension practices increases, the positive link between pension practices and performance diminishes by 0.164 units.

The negative influence can be attributed to bureaucratic leadership style, which has an overall negative impact; it could also be attributed to poor communication and no budget for the pension practices (Suknunan & Bhana, 2022) and (Zureehan and Lee, 2022), The study findings agreed with Yaacob *et al.* (2019), who found that top management support has a significant effect on the relationship between customer reference marketing and market performance and can affect either way. In addition, the interaction terms between financial support, recreational practices, and top management commitment had p-values (0.383; 0.815 > 0.05). This means that top management commitment has no significant moderating influence on the relationship between financial support, recreational practices, and employee performance in NGOs in Kenya.

**Table 4.38: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
1 (Constant)	3.585	0.317		11.303	0.000
Gender	0.15	0.091	0.09	1.649	0.1
Age	0.01	0.069	0.008	0.138	0.89
Level of education	-0.104	0.079	-0.071	-1.316	0.189
Work duration	0.018	0.051	0.02	0.359	0.72
2 (Constant)	3.592	0.158		22.759	0.000
Gender	0.002	0.045	0.001	0.035	0.972
Age	-0.018	0.034	-0.014	-0.513	0.608
Level of education	-0.003	0.039	-0.002	-0.088	0.93
Work duration	0.006	0.025	0.006	0.222	0.824
Employee financial practices	-0.003	0.042	-0.004	-0.077	0.938
Employee recreational practices	0.075	0.047	0.091	1.589	0.113
Employee health practices	0.342	0.049	0.413	6.995	0.000

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig	
	B	Std. Error	Beta			
3	Employee pension practices	0.358	0.039	0.437	9.146	0.000
	(Constant)	3.566	0.159		22.416	0.000
	Gender	0.006	0.046	0.004	0.128	0.898
	Age	-0.021	0.034	-0.017	-0.613	0.54
	Level of education	0.003	0.04	0.002	0.067	0.947
	Work duration	0.008	0.025	0.009	0.324	0.746
	Employee financial practices	-0.027	0.046	-0.033	-0.582	0.561
	Employee recreational practices	0.053	0.05	0.064	1.044	0.297
	Employee health practices	0.339	0.049	0.409	6.926	0.000
	Employee pension practices	0.352	0.039	0.43	8.931	0.000
	4	Top management commitment	0.057	0.047	0.07	1.211
(Constant)		3.633	0.148		24.514	0
Gender		-0.006	0.042	-0.004	-0.146	0.884
Age		-0.033	0.032	-0.026	-1.048	0.295
Level of education		-0.01	0.037	-0.007	-0.28	0.779
Work duration		-0.002	0.024	-0.002	-0.073	0.942
Employee financial practices		-0.046	0.045	-0.056	-1.023	0.307
Employee recreational practices		0.003	0.055	0.003	0.047	0.963
Employee health practices		0.427	0.054	0.516	7.975	0.000
Employee pension practices		0.343	0.037	0.418	9.21	0.000
Top management commitment		0.067	0.045	0.082	1.503	0.134
Financial support*top management commitment		-0.036	0.042	-0.057	-0.873	0.383
Recreational practices*top management commitment		-0.013	0.057	-0.021	-0.234	0.815
Health practices*top management commitment		0.25	0.047	0.362	5.284	0.000
Pension practices*top management commitment	-0.164	0.041	-0.252	-4.014	0.000	

a Dependent Variable: Employee performance

#### **4.10 Results of Hypotheses Testing**

This section presents the results of hypothesis testing using regression outcomes. The acceptance/rejection criterion was based on the p-value. The null hypothesis is rejected when  $p < 0.05$  and accepted when  $p > 0.05$ .

##### **H<sub>01</sub>: Employee financial support has no significant relationship with employee performance in NGOs in Nairobi County, Kenya**

The first null hypothesis was that employee financial support has no significant relationship with employee performance in NGOs in Nairobi County, Kenya. The regression results in Table 4.32 revealed that the reported p-value was  $0.000 < 0.05$ . Therefore, the null hypothesis was rejected, denoting that employee financial support has a significant relationship with employee performance in NGOs in Nairobi County, Kenya. The study findings agreed with Kalima and Kabubi (2021), who found that financial support had a positive effect on employee performance.

##### **H<sub>02</sub>: Employee recreational practices have no significant relationship with employee performance in NGOs in Nairobi County, Kenya**

The second null hypothesis was that employee recreational practices have no significant relationship with employee performance in NGOs in Nairobi County, Kenya. The regression results in Table 4.33 revealed that the reported p-value was  $0.000 < 0.05$ . Therefore, the null hypothesis was rejected, denoting that employee recreational practices have a significant relationship with employee performance in NGOs in Nairobi County, Kenya. The study findings agreed with Enenifa and Akintokunbo (2020), who found that workplace recreational activities have a significant effect on employee effectiveness. The study findings also agreed with Patrick *et al.* (2023), who found that recreational facilities at the workplace affect employee well-being through nurturing support and bonding.

**H<sub>03</sub>: Employee health practices have no significant relationship with employee performance in NGOs in Nairobi County, Kenya**

The third null hypothesis was that employee health practices have no significant relationship with employee performance in NGOs in Nairobi County, Kenya. The regression results in Table 4.34 revealed that the reported p-value was  $0.000 < 0.05$ . Therefore, the null hypothesis was rejected, denoting that employee health practices have a significant relationship with employee performance in NGOs in Nairobi County, Kenya. The study findings agreed with Andi Kele *et al.* (2016), who confirmed that employee health practices enhanced work performance, were found to be compatible with this finding.

**H<sub>04</sub>: Employee pension practices have no significant relationship with employee performance in NGOs in Nairobi County, Kenya**

The fourth null hypothesis was that employee pension practices have no significant relationship with employee performance in NGOs in Nairobi County, Kenya. The regression results in Table 4.35 revealed that the reported p-value was  $0.000 < 0.05$ . Therefore, the null hypothesis was rejected, denoting that employee pension practices have a significant relationship with employee performance in NGOs in Nairobi County, Kenya. The study findings agreed with Tayari (2019), who found that pension schemes' financing structure has a significant effect on performance. The study findings also agreed with Oduor (2021), who found that occupational health and safety practices influence employee performance.

**H<sub>05</sub>: Top management commitment does not significantly moderate the relationship between welfare practices and employee performance in NGOs in Nairobi County, Kenya**

The fifth null hypothesis was that top management commitment does not significantly moderate the relationship between welfare practices and employee performance in NGOs in Nairobi County, Kenya. Table 4.38 showed that the interaction terms between health practices, pension practices, and top management commitment had p-values  $< 0.05$ . Therefore, the null hypothesis was rejected, confirming that top

management commitment significantly moderates the relationship between health practices, pension practices, and employee performance. The findings concurred with Wanjala's (2023) assertion that a well-executed leadership style promotes better working conditions and a more collaborative workplace, which can raise staff morale and performance. Conversely, the interaction terms between financial support, recreational practices, and top management commitment had  $p\text{-values} > 0.05$ . Therefore, the null hypothesis was not rejected, confirming that top management commitment does not significantly moderate the relationship. The study findings were not in agreement with Zureehan and Lee (2022) who found that top management support had a significant effect on employee performance.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter provides a summary of the key research findings and highlights the main conclusions drawn from the study. It discusses the implications of the results in relation to the research objectives and existing literature. Additionally, the chapter presents practical recommendations based on the findings. Finally, it suggests areas for further research to deepen understanding of the topic.

#### **5.2 Summary of Findings**

The study aimed to examine the relationship between employee welfare practices and employee performance in NGOs in Nairobi County, Kenya. Welfare practices were categorized into financial support, recreational, health, and pension practices, with top management commitment as a moderating factor. Using a cross-sectional survey and questionnaires, the study found a positive and significant relationship between welfare practices and employee performance. Among the welfare components, pension practices had the strongest influence, followed by financial support, recreational, and health practices.

Finally, the analysis discovered that the independent and dependent variables had a linear relationship. According to the study, managers should focus more on employee welfare enhancement to improve on their employee performance. The management should evaluate and improve the current welfare procedures in their NGOs. The researcher concluded that NGOs in Nairobi County, Kenya should adopt these findings in their welfare plans to improve employee performance.

### **5.2.1 Employee Financial Practices and Employee Performance**

The study demonstrated a significant relationship between Employee Financial support and employee performance in NGOs in Nairobi County. Regression results further confirmed that employee financial support has a positive and significant influence on employee performance ( $\beta=0.614$ ,  $p=0.000$ ). The study shows that there is a linear correlation between increased employee Financial support and rising employee performance.

Most of the respondents agreed that even though there was some financial support to employees, financial linkage to mortgages, and even different measures to support them, it was not sufficient, and not all the organizations had adopted the practice. Similar expressions were made by key informants who expressed that, despite the high costs of living due to high inflation rates in Kenya, their organizations had measures and concerns for the welfare practices of the employees that made them feel supported and hence perform better in their jobs. Regression results further confirmed that employee financial support has a positive and significant influence on employee performance ( $\beta=0.614$ ,  $p=0.000$ ).

### **5.2.2 Employee Recreational Practices and Employee Performance**

The study findings revealed that NGOs in Nairobi County offered their employees various recreational benefits such as club subscriptions, worker parties, team-building events, sports activities, and staff outings. These initiatives were designed to promote relaxation, social interaction, and teamwork among employees. Key informants also confirmed that such activities and competitions enhanced bonding and mutual understanding, helping employees work more effectively toward organizational goals.

The study further established that recreational practices positively influenced employees' attitudes toward work and overall performance. Most respondents strongly agreed that these practices improved their productivity, indicating that for every additional unit of recreational practice, staff performance increased correspondingly. Regression analysis confirmed that employee recreational practices had a positive and significant effect on performance ( $\beta = 0.640$ ,  $p = 0.000$ ).

### **5.2.3 Employee Health Practices and Employee Performance**

According to the survey, NGOs in Nairobi County, Kenya have good employee health programs in the workplace. In general, the study found that NGOs had qualified and competent personnel as counsellors that offered individual and group therapies at the workplace. Further, the study found that non-governmental organizations (NGOs) offered comprehensive health insurance coverage for their employees and the nuclear.

The organization offered free medical check-ups, allowed sessions on healthy diet, and had disability friendly pathways and a conducive environment for workers with disability challenges. The key informants also confirmed the findings. Regression results further confirmed that employee health practices have a positive and significant influence on employee performance ( $\beta=0.640$ ,  $p=0.000$ ). As a result, the study indicated that workplace employee health practices are vital in enhancing the psychological status of employees, which is critical in boosting the performance of both the person and the organization.

### **5.2.4 Employee Pension Practices and Employee Performance**

The study discovered that, among other pension practices, employees of NGOs in Nairobi County are honoured through individual pension practices, group pension practices, and umbrella pension practices. It was further revealed that most NGOs under this study used a competitive procedure to bestow highly regarded pension practices. The key informants indicated that their organizations had put in their hearts the emotional aspects of their employees, especially during the retirement stage. The presence of pension schemes brings financial peace of mind. Regression results further confirmed that employee pension practices have a positive and significant influence on employee performance ( $\beta=0.678$ ,  $p=0.000$ ). Employee pension practices were therefore important in improving the performance of employees in NGOs in Nairobi County, Kenya.

### **5.2.5 Employee Welfare Practices, Top Management Commitment, and Performance of Employee**

The study found that top management provides high standards of service delivery and supports employees to deliver efficient services. Top management commitment practices that prioritize service delivery, plan and carry out activities in an organized manner, contribute to higher job satisfaction and engagement levels. When employees feel top management is involved in decision making, they are more likely to be motivated, committed, and perform at their best. Top management communicates the organizational vision and the mission, which helps employees to understand their role. In understanding their role, employees align with the mission and vision and ultimately improve their performance. Effective communication enables the top management to pass on information about the company's direction, decisions made, and expectations. Top management decision-making that involves the employees boosts a sense of commitment, operational efficiency, and improved performance.

Top management provides a collaborative way of working that fosters high performance, as employees like to work collaboratively. This fosters teamwork and shared responsibilities among the employees. The study also found that the top management is mindful of the personal needs of the individual employees and provides a supportive environment that supports and rewards them. NGOs that place a high priority on employee welfare measures including flexible work arrangements, paid time off, and family-friendly services, foster an environment where staff can successfully juggle their personal and professional life. This enhances general well-being, lessens burnout, and enhances productivity at work. The support of the top management is essential in determining how employee welfare needs are viewed and rewarded.

A positive top management commitment that values employee well-being and emphasizes open communication, respect, and collaboration creates an environment where employees feel valued and motivated to perform at their best. In a competitive job market, NGOs that prioritize employee welfare practices have a higher chance of attracting and retaining performing employees. Employees are more likely to be

attracted to organizations that demonstrate a genuine commitment to their personal needs and act to support them. This has a favourable effect on the organization's overall success and performance. Employees are more likely to do high-quality work, accomplish organizational goals, and contribute to the overall success of the NGO when they are happy, engaged, and motivated.

### **5.3 Conclusion**

The study aimed to determine the relationship between employee welfare practices and employee performance in NGOs in Nairobi County, Kenya. Findings on the first objective revealed a positive and significant correlation between employee financial support and performance. Most NGOs provided affordable and flexible credit facilities that helped employees manage their financial needs, thereby improving overall performance. Although mortgages and education loans were not commonly offered, this did not significantly affect performance. Financial support through car loans, education assistance, and credit facilities was found to enhance productivity, leading to a recommendation that NGOs strengthen such support initiatives.

The study revealed a positive and significant relationship between employee recreational practices and performance in NGOs. Activities such as team-building sessions, staff parties, sports events, and outings were found to enhance teamwork, morale, and motivation, leading to improved employee performance. The alternative hypothesis was accepted, confirming that recreational practices positively influence performance. Overall, such activities were shown to reduce health issues, boost employee attitudes, and enhance productivity, emphasizing the need for NGOs in Nairobi County to integrate recreational practices into their welfare programs.

The study concluded that employee health practices had a positive and substantial link with worker performance in NGOs based on the research data. The alternative hypothesis was accepted, while the null hypothesis was rejected since it was untrue. The findings indicated that most of the NGOs had health practices in the form of comprehensive health insurance coverage for employees and their nuclear families, group counselling, free medical check-ups, organized healthy diet sessions, and had disability friendly pathways with a conducive work environment. The study concluded

that health practices in the NGOs that offered the practices improved employee performance in the organization.

The study concluded that employee pension practices had a positive and significant relationship with employee performance in NGOs in Nairobi County. The null hypothesis was rejected, and the alternative accepted. Pension schemes, whether individual, group, or umbrella, motivated employees toward long-term goals, enhanced their sense of belonging, and improved financial well-being, leading to better performance.

Last but not least, the study found a strong correlation between top management commitment to employee welfare and employee performance. This demonstrates that top management in an organization plays an important role in ensuring a conducive environment for working by setting priority service delivery, planning, and carrying out activities in an organized manner, while also ensuring that the needs of the employees are well catered for to enhance their performance.

Involving employees in decision-making, setting clear and achievable goals, promoting teamwork, and recognizing individual achievements were found to significantly boost employee morale and performance. A committed top management played a vital role by fostering a sense of belonging and motivation among employees, making them feel valued and integral to the organization's success. This commitment encouraged employees to align their efforts with organizational goals, resulting in improved teamwork, higher productivity, and overall enhanced organizational performance.

#### **5.4 Recommendations of the Study**

This section provides recommendations based on the study's key findings and conclusions. The suggestions aim to guide NGOs and stakeholders in strengthening employee welfare practices to enhance performance. They focus on the main areas examined: financial support, recreation, health, and pension practices.

#### **5.4.1 Employee Financial Support and Employee Performance**

To improve employee performance through financial support, NGOs in Nairobi County should implement a comprehensive approach that goes beyond basic compensation. This includes providing financial support that includes offering car loans, credit facilities and educational support to the staff and their children. They should offer transparent communication about financial matters and create a supportive environment where employees can discuss their financial well-being. The research acknowledges that, due to its importance in boosting morale and overall employee performance, the NGOs' management boards should put in place an employee financial support program. This includes providing employees with channels to access credit facilities, including mortgage credit facilities, and education support for both family and individual employees. This also serves as an incentive to the personal financial sustainability of the employees.

#### **5.4.2 Employee Recreational Practices and Employee Performance**

To improve employee performance through recreational practices, NGOs in Nairobi County should offer a variety of activities that promote physical and mental well-being, foster teamwork, and enhance job satisfaction. These include Sports, team-building exercises, staff parties and opportunities for relaxation and stress relief. By prioritizing employee well-being, companies should create a more engaged and productive workforce. A policy statement about staff recreation practices ought to be developed by the NGO management boards in Kenya.

Increased play areas, nurseries, gender-sensitive facilities, and program design are all possible to help embrace flexi-time to encourage employees to optimally utilize recreational practices and facilities. There should be a review of the virtual activities to support employees working online. This would enhance recreation and leisure time for the employees to work with less pressure to achieve productivity, reduce short-term illness, and result in fewer health problems and motivated employees.

### **5.4.3 Employee Health Practices and Employee Performance**

To improve employee performance through health practices, NGOs in Nairobi County should prioritize enhancing medical insurance, disability support, and enhanced counselling services for mental well-being by offering counseling and stress management tools, ensuring privacy, and promoting work-life balance. Implement occupational safety and health measures to minimize risks and improve job satisfaction. Regularly monitor and measure OSH performance to identify areas for improvement. A policy on employee health should be developed by the NGOs in Nairobi, Kenya, for collective mental programming. To decrease personal work stress and improve counselling facilities, frequency, and resources, it is necessary to increase employee access to health programs. This can be done through partnerships with universities or institutions of counselling and psychology to gain access to outreach practices of counsellors and professional support.

### **5.4.4 Employee Pension Practices and Employee Performance**

To improve employee performance while considering pension practices, NGOs in Nairobi County should focus on individual pension schemes to focus on long-term financial goals, group pension plans, and umbrella pension plans, and implement them. They should have transparent communication about retirement planning and ensure that their pension schemes do not hinder employees who want to continue working past the standard retirement age. Clear communication can help employees feel more engaged and motivated, while flexible retirement options can support employees who wish to maintain their productivity and expertise for longer. This open discussion enables employees to feel valued and engaged and therefore perform better. The study suggests that NGO management boards enhance their pension policy document.

The welfare procedures should be continuously reviewed by academics and human resource professionals, who should also make any necessary improvements in light of evolving organizational and working conditions. To help employees perform better and improve organizational performance, human resources managers should give us performance and development goals, provide constant feedback, and recognize their achievements.

#### **5.4.5 Employee Welfare Practices, Top Management Commitment, and Employee Performance**

Firstly, NGOs in Nairobi County should design and implement comprehensive employee welfare programs that go beyond basic benefits and compensation. These programs should include initiatives such as collaborative work arrangements, high-quality services, employee-centered support to meet the needs of the individual employees, and financial support options like car loans and educational support. By addressing various aspects of employee well-being, NGOs can enhance employee satisfaction, engagement, and ultimately performance. Secondly, senior managers in NGOs should cultivate a positive culture that values open communication, collaboration, and respect among employees. This can be achieved through transparent decision-making processes, regular feedback mechanisms, and opportunities for employee involvement and participation. Creating a supportive and inclusive environment contributes to employee morale, satisfaction, and overall performance.

Thirdly, NGOs in Nairobi County need to align their employee welfare practices with the organization's values and mission. Welfare initiatives should reflect the organization's commitment to social responsibility, community development, and employee empowerment. This alignment enhances employee motivation and reinforces a sense of purpose and shared goals. NGOs should regularly assess the effectiveness of their employee welfare programs through surveys, feedback mechanisms, and performance evaluations. This input enables modifications to better meet employee requirements and expectations, and helps identify areas for improvement and development.

Monitoring the impact of welfare practices on employee performance ensures continuous improvement and helps maintain a positive work environment. Developing transformational leaders within NGOs is crucial for fostering an environment that supports employee well-being and performance. Investing in leadership development programs that emphasize effective communication, empathy, and supportive management practices can positively influence employee performance.

Lastly, recognizing and appreciating employee contributions is crucial for creating a productive workplace and motivating employees. NGOs in Nairobi County can implement formal and informal recognition programs, celebrate employee achievements, and provide opportunities for peer recognition. Recognizing employees' efforts and accomplishments boosts morale, engagement, and performance.

#### **5.4.6 Contribution to Theory**

Herzberg's two-factor theory, which holds that employees have two categories of needs that operate at work and must be met, is pertinent to this study since it assumes that if those needs are not met, employees would look for other methods to please themselves, including leaving their jobs. To avoid situations like this in the workplace, human resource managers need to take employee welfare into account. This theory guided the second variable of recreational practices at the workplace to resonate with the hygiene factors that make the employee happy and motivated.

Social Reciprocity Theory stipulates that there should be a series of interactions between employees and employers in the form of exchanges of materials that generate obligations towards performance. This was evident in the findings as the employees themselves opined that the availability of welfare practices such as financial support, counselling, and Pension practices contributes greatly to their performance. When the employees perform, they also feel good if the organization rewards them and this makes them put more effort into their work. This theory guided variables on financial support and Pension practices. Collaboration at work in organizations increases the bond within the organization and makes the employees feel loved, cared for, and appreciated by those with whom they work with and those who lead them.

In addition, Maslow's Theory of Hierarchy of Needs provides a sports framework at a workplace that enhances recreation and leisure time would make employees work with less pressure to achieve productivity, reduce short-term illness, and result in fewer health problems and motivated employees. From this theory, it was evident that NGOs in Nairobi County considered this contribution by providing avenues for sporting, staff parties, and team-building activities. This theory guided the variable on recreational practices.

A well-balanced employee is a vital source of sustainable competitive advantage, as highlighted by the Resource-Based View (RBV) of the organization. Such individuals possess unique qualities, skills, motivation, and emotional stability, that are difficult for competitors to replicate. These attributes form the foundation of an organization's distinct identity and culture, enabling it to stand out in the marketplace. Consequently, investing in employee well-being not only enhances performance but also strengthens the organization's long-term competitiveness.

### **5.5 Areas for Further Study**

Similar research can be conducted to examine the relationship between employee welfare policies and performance in other service-oriented institutions, such as the civil service. Other counties in Kenya, especially those in less populated regions, could implement this as well. Second, additional studies can be conducted in comparable companies utilizing various sample sizes and research techniques, including a census. Thirdly, due to changes in the corporate environment, further research on wellness practices can be conducted using moderating variables and under a sub-sector of NGOs. Finally, while maintaining the same research question across several locations, a study can be conducted incorporating the predictor and both intervening and moderating variables.

### **5.6 Contribution to Theories and Body of Knowledge**

The study was grounded in several key theories, including Human Relations Theory, Maslow's Hierarchy of Needs, the Resource-Based View (RBV), and Herzberg's Two-Factor Theory. The findings reinforced these theoretical perspectives by demonstrating how employee welfare practices contribute to motivation, satisfaction, and improved performance. Moreover, the results aligned with previous studies in areas such as occupational health and safety, career development, equity, and goal-setting, thereby extending existing knowledge on the relationship between welfare practices and employee performance. This contribution enhances the theoretical understanding of how employee well-being can serve as a strategic tool for organizational success, particularly within the NGO sector.

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## APPENDICES

### **Appendix I: Introduction Letter**

Dear Respondent,

**Re: Research Data Collection**

I'm a PhD candidate in human resource management at the Jomo Kenyatta University of Agriculture and Technology's College of Human Resource Development School of Entrepreneurship, Technology, Leadership and Management (ETLM).

The purpose of this survey is to assist me in gathering information on "The Relationship between Employee Welfare Practices and Employee Performance in Non-Governmental Organizations in Kenya." It satisfies a condition for receiving a PhD degree in part. If you could assist me with completing this questionnaire, I would be eternally grateful. Your response will be handled with the highest secrecy and anonymity because this is an academic study.

Any questions about the questionnaire will be answered. Please reach out to me at the phone number listed below.

Thank you for your time and co-operation.

Yours Faithfully,

Protus Lumiti

## Appendix II: Questionnaire

### INSTRUCTIONS

Kindly fill your response in the space provided or tick (✓) as appropriate. All the information provided here will be considered private and confidential for the purpose of this research ONLY.

### SECTION A: DEMOGRAPHIC INFORMATION

1. **Gender;** (tick) Male { } Female { }
2. **Age;**  
Below 25 years { } 26 – 35 years { }  
36 – 45 years { } Over 45 years { }
3. **Level of education**  
Secondary { } College { }  
University { }  
Others:

#### **4. How long have you been working with this organization?**

- Below 5 years { } 5 - 10 years { }  
} 11 - 15 years { } above 15 years { }

### SECTION B: EMPLOYEE FINANCIAL PRACTICES

1. Please tick (✓) the extent you agree with the following statements using the scale where **1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly Agree** (Please tick in the appropriate cell against each statement)

	<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
a)	My organization offers car loans to the employees					
b)	My organization gives mortgages to the employees					
c)	My organization offers its employees credit facilities					
d)	My organization provides education support to employee					
e)	Employees at this organization have access to education support for their children					

What recommendation(s) can you give on financial support to enhance performance?

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**SECTION C: EMPLOYEE RECREATIONAL PRACTICES**

2. Please tick (√) the extend you agree with the following statements using the scale where **1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly Agree** (Please tick in the appropriate cell against each statement)

	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
a)	My organization offers free club subscription to the employees					
b)	My organization has regular and organized sports days					
c)	My organization has regular staff parties					
d)	Team building activities are organized frequently					
e)	The organization organizes regular staff outing and trips					

What recommendations can you give on how recreational practices can improve performance?

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 .....  
 .....  
 .....

In your opinion, can recreational practices at workplace affect your attitude towards performance?

.....  
 .....  
 .....

**SECTION D: EMPLOYEE HEALTH PRACTICES**

3. Please tick (√) the extend you agree with the following statements using the scale where **1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly Agree** (Please tick in the appropriate cell against each statement)

	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
a)	The organization provides a comprehensive health insurance cover for employees and their nuclear family members					
b)	The organization provides employees with free medical check-up					
c)	There are disability-friendly pathways and a conducive work environment					
d)	My organization offers group counselling therapy					
e)	My organization allows sessions on healthy diet					

What recommendation(s) can you make to employee health practices to enhance employee counselling?.....  
 .....

In your opinion, are employee health practices in your organization adequate?

Yes.....  
 No.....

If Yes, give reasons.....

.....

If No, give reasons.....

.....

.....

**SECTION E: EMPLOYEE PENSION PRACTICES**

4. Please tick (√) the extend you agree with the following statements using the scale where **1**: Strongly disagree; **2**: Disagree; **3**: Neutral; **4**: Agree; **5**: Strongly Agree (Please tick in the appropriate cell against each statement)

	<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
a	Individual pension practices motivate me in my organization to focus on long-term financial goals.					
b	Group pension plans are effective for fostering a sense of belonging and engagement in my organization.					
c	Umbrella pension fund improves my well-being in my organization					
d	The pension practices provided in the organization nurture my loyalty and align me with my organization goals.					
e	The implementation of various pension schemes has resulted in my financial peace of mind					

What recommendations (s) can you make to employee pension practices to improve performance?

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How do employee pension practices affect the performance of the employee?

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**SECTION F: TOP MANAGEMENT COMMITMENT IN NGOs IN KENYA**

- a) Please tick (√) the extent you agree with the following statements using the scale where **1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly Agree** (Please tick in the appropriate cell against each statement)

		1	2	3	4	5
a)	Top management is committed to ensuring a conducive policy of work environment for all the employees to boost performance					
b)	I am motivated to participate in decision making deliver by top management					
c)	Top management sets clear expectations and goals that are achievable					
d)	Top management in my organization offers a collaborative mindset that make us feel great as a team.					
e)	Top management in my organization is mindful of my personal needs and acts to support them.					
f)	Top management communication in my organization has influenced my performance					
g)	Top management commitment in my organization is founded on the corporate vision and mission.					
h)	Top management recognizes my accomplishments in the organization and rewards them					

**SECTION G: EMPLOYEE PERFORMANCE IN NGOs IN KENYA**

- b) Please tick (√) the extent you agree with the following statements using the scale where **1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly Agree** (Please tick in the appropriate cell against each statement).

	<b>The employees...</b>	1	2	3	4	5
a)	Ability to prioritize service delivery, plan ahead, and carry out activities in an organized manner					
b)	Able to communicate effectively and timely with customers, superiors, peers and others					
c)	Able to interact successfully with peers, superiors, and customers					
d)	The employees have self-drive to undertake agreed tasks (initiative)					
e)	Ability to offer workable new ideas to improve work quality					
f)	The employee can meet the work quality in timely manner					
g)	The staff members are consistent in accuracy, thoroughness of work					
h)	The employees are accountable					
i)	Ability to lead others, motivate others, delegate tasks, direct, coordinate, and mentor others					
j)	There is willingness to act as a member of a group rather than as an individual					

How does your organization promote innovation?.....

.....

### Appendix III: Sample Population of NGOs in Nairobi County


me	Na	Top managers	Middle managers	Lower	Total
1. Food for the Hungry -FH Association			3	111	114
2. Catholic Relief Practices		1	2	166	169
3. Christian Children Fund		1	2	112	115
4. Social Service League MP Shah			7	850	857
5. Mennonite Board (E.A.) Africa			1	31	32
6. Christian Aide UK			1	9	10
7. VSF - DZG Belgium			1	31	32
8. Combine Communities			1	46	47
9. Archdiocese of Nairobi REG. Trustees		1		27	28
10. Medical Missionaries of Mary			1	37	38
11. Help Age International			1	20	21
12. Trocaire			1	48	49
13. Elizabeth Glaser		1	1	130	132
14. Church World Practices		1	3	368	372
15. World Neighbours East Africa			3	8	11
16. Intra Health International			1	43	44
17. JHPIEGO Corporation		1	3	207	211
18. Association of the physically disabled of Kenya		1	3	236	240
19. Centre for International Enterprise			1	15	16
20. Choose life – Africa				5	5
21. Alliance for Green Revolution Africa		1	2	140	143
22. Don Bosco Boys Town		1	1	40	42
23. Dimmesse Community			1	18	19
24. Catholic Carmelite Missionaries			1	10	11
25. Catholic Ngong Diocese Institute			1	91	92
26. Catholic Sons of Anne Providence			1	2	3
27. Rock Fellow Ministries			1	50	51
28. Concern Universal				5	5
29. African Wild Life Foundation			1	50	51
30. Amani Counselling Centre				10	10
31. ANPPCAN			1	15	16
32. Association of Sisters of Kenya - AOSK				5	5
33. Bosco Boys Nairobi			1	15	16
34. Orion East Africa				15	15
35. Bible Society of Kenya				48	48
36. ACK Guest House				42	42
37. East Africa Wildlife Society				24	24

38. Family Health options of Kenya	1	1	170	172
39. I.C.R.A. F	1	1	220	222
40. National Council of Churches of Kenya	1	4	378	383
41. National Museums of Kenya	1	5	1123	1129
42. Shree Gutchi Guarati Hindu Union		1	35	36
43. SOS Children's Village Kenya	1	7	489	497
44. The Church Commissioners for Kenya	1	1	33	35
45. United Bible Societies			15	15
46. Visa Shawl Communities	1	1	72	74
47. World Vision International	1	6	476	483
48. Nairobi Baptist Church		1	48	49
49. Handicap International	1	1	70	72
50. Medical Emergencies Relief	1	2	112	115
51. Community Development Trust Fund			50	50
52. A.I.C Health Ministries	1	1	1081	1083
53. Eastern Deanery AIDS Relief Program	1	3	300	304
54. Free the Children		1	39	40
55. Oxfam Great Britain		1	99	100
56. Kenya Ecumenical Church Loan Fund	1	1	123	125
57. North Star Foundation			3	3
58. Kenya Children's Homes	1	2	146	149
59. Sight Savers international (Royal Commonwealth'S Homes Society)		1	50	51
60. VSO Kenya		1	40	41
61. Shree Sanatan Dharam Sabha			10	10
62. Educational Development Trust			46	46
63. Action Aide International Kenya	1	2	200	203
64. All Saints Cathedral Church			90	90
65. Farm Africa			32	32
66. Centre for Health Solution Kenya		5	730	735
67. British Council	1	1	72	74
68. Build Africa Kenya		7		7
69. Management Science for Health (MSH)			17	17
70. Hand in Hand Eastern Africa	1	4	270	275
71. Mothers to Mothers Kenya	1	1	111	113
72. AIDS Health Care Foundation Kenya		1	81	82
73. Terre Des Hommes Netherlands			20	20
74. Medair East Africa			25	25
75. Hope World Wide Kenya	1	5	495	501
76. LVCT Health	1	9	200	210

77. Oshwal Education and Relief	1	4	595	600
78. Mavuno Church		1	70	71
79. Plan International		2	400	402
80. Feed the Children Foundation	1	1	108	110
81. Innovation for Poverty Eradication (K)		2	450	452
82. Guru Nanaka Ramgahria Sikh Hospital	1	1	130	132
83. CBI International			23	23
84. Methodist Church Institutions			90	90
85. International Rescue Committee	1	4	426	431
86. Fairseat Foundation			82	82
87. Trinity Fellowship	1	1	85	87
88. The William Holden Wildlife Foundation			18	18
89. Child line Kenya			5	5
90. Hias Africa			25	25
91. Feed the Children Foundation				0
92. RTI Research Triangle	1		184	185
93. CHF International	1		156	157
94. Refugee point international		9	52	61
95. Mathare Youth Sports Association			45	45
96. Independent Medal Legal Unit			17	17
97. Save the Children Foundation	1	3	500	504
98. Drugs for Neglected Disease Initiative	1	7		8
99. Equality Now			14	14
<b>Total</b>	<b>38</b>	<b>159</b>	<b>14126</b>	<b>14323</b>

**Adopted from FKE 2018**

## Appendix IV: NACOSTI Authorization



**NATIONAL COMMISSION FOR SCIENCE,  
TECHNOLOGY AND INNOVATION**

Telephone: +254-20-2213471,  
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Website: [www.nacosti.go.ke](http://www.nacosti.go.ke)  
When replying please quote

9<sup>th</sup> Floor, Utali House  
Uhuru Highway  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref. No. **NACOSTI/P/17/10985/18440** Date: **26<sup>th</sup> July, 2017**


Protus Atsali Lumiti  
Jomo Kenyatta University of  
Agriculture and Technology  
P.O. Box 62000-00200  
**NAIROBI.**

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *“Relationship between employee welfare practices and organizational performance in Non- Governmental Organizations in Kenya,”* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **25<sup>th</sup> July, 2018.**

You are advised to report to the **Principal Secretary, Ministry of Labour, the Chief Executive Officer, Kenya Bureau of Statistics, the Directors of selected Non Governmental Organizations, the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.



**GODFREY P. KALERWA MSc., MBA, MKIM  
FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The Principal Secretary  
Ministry of Labour.

The Chief Executive Officer  
Kenya Bureau of Statistics.

The Directors  
Selected Non Governmental Organizations.

The County Commissioner  
Nairobi County.


The County Director of Education  
Nairobi County.

## Appendix V: NACOSTI Permit


**THIS IS TO CERTIFY THAT:**  
**MR. PROTUS ATSALI LUMITI**  
**of JOMO KENYATTA UNIVERSITY OF**  
**AGRICULTURE AND TECHNOLOGY, 0-502**  
**NAIROBI, has been permitted to conduct**  
**research in Nairobi County**

**on the topic: RELATIONSHIP BETWEEN**  
**EMPLOYEE WELFARE PRACTICES AND**  
**ORGANIZATIONAL PERFORMANCE IN**  
**NON- GOVERNMENTAL ORGANIZATIONS**  
**IN KENYA**

**for the period ending:**  
**25th July, 2018**

  
**Applicant's Signature**

**Permit No : NACOSTI/P/17/10985/18440**  
**Date Of Issue : 26th July, 2017**  
**Fee Received :Ksh 2000**

  
**Director General**  
**National Commission for Science,**  
**Technology & Innovation**

**CONDITIONS**

1. The Licence is valid for the proposed research, research site specified period.
2. Both the Licence and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
5. Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.
6. This Licence does not give authority to transfer research materials.
7. The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.
8. The Commission reserves the right to modify the conditions of this Licence including its cancellation without prior notice.

  
**REPUBLIC OF KENYA**

  
**National Commission for Science,**  
**Technology and Innovation**

**RESEARCH CLEARANCE**  
**PERMIT**

**Serial No. A 15129**

**CONDITIONS: see back page**