INFLUENCE OF EMPLOYEE BENEFITS ON EMPLOYEE SATISFACTION: A CASE OF FIVE STARS HOTELS IN NAIROBI

BY

ABEL SANTIAGO ROBLES

UNITED STATES INTERNATIONAL UNIVERSITY -AFRICA

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ABEL SANTIAGO ROBLES

A Research Report Proposal Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA)

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STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution, or university other than the United States International University in Nairobi for academic credit.

Signed: ______________________ Date: ______________________
Abel Santiago Robles (ID No. 632591)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ______________________ Date: ______________________
Dr. James Ngari, PhD.

Signed: ______________________ Date: ______________________
Dean, Chandaria School of Business
ABSTRACT

The purpose of this study was to investigate the influence of employee benefits on the employee satisfaction a case of five star hotels in Nairobi. The study was guided by the following research questions; What is the influence of financial benefits on employee satisfaction in five star hotels in Nairobi? What is the influence of retirement related benefits on employee satisfaction in five-star hotels in Nairobi? and What is the influence of health benefits on employee satisfaction in five-star hotels in Nairobi?

A descriptive research design was used in the study. The target population was 1824 employees of five-star hotels in Nairobi. Stratified random sampling was used to determine the sample size. Primary data was collected using a structured questionnaire. Statistical Package for Social Sciences (SPSS) to ensure good quality of the data. Cronbach alpha was used to determine reliability of the questionnaire and correlation analysis was done to determine the relationship between dependent and independent variables. Findings revealed that there was a strong positive relationship between financial benefits, retirement and social benefits and employee satisfaction.

The first objective set to establish the influence of financial benefit on employee satisfaction. It was established that financial benefits such as allowances increase employee satisfaction, employees also agreed that they are offered cafeteria plans. It was found that bonuses should be offered based on individual performance and providing allowances is a way to show recognition of the worker's value and the lack of bonuses is a common cause of employee turnover.

The second objective set to establish the influence of retirement benefit on employee satisfaction. Findings revealed that employee remuneration is not just about salaries but is also concerned with long term benefits such as pension. Pension can enhance employee satisfaction and productivity. An attractive pension scheme attracts high quality workers since they maintain competitive levels of total remuneration. However, respondents could not reach an agreement on the following: my pension is funded entirely by my organization. Respondents disagreed they use a private social security scheme in addition to NSSF, my organization offers severance pay to employees who are laid off involuntarily.
The third objective set to establish the influence of social benefits on employee satisfaction. Findings revealed that paid time off contributes to employee satisfaction in the organization, having flexible work schedules increases employee satisfaction and productivity as well. Leave benefit and family-friendly benefits increases employee satisfaction. Employees also agreed that leave allows for personal rest and social activities, and finally the results showed that employees are overall satisfied with their employee benefits.

The study concluded there is a clear evidence that five stars hotels in Nairobi uses various forms of employees financial benefits such as allowances as recognition strategy to show the value of employees at work. It can also be concluded that retirement benefits enhance employees satisfaction and productivity. Social benefits also influence employees satisfaction by a great extent, being family family-friendly benefits packages, paid time off and flexible work schedules considered the most important for employees in the organization.

This study only focussed on influence of employee benefits on employee satisfaction. Therefore, more research needs to be done to determine other employee benefits that affect employee satisfaction. The study should also be conducted in other organizations in the service industry.
ACKNOWLEDGEMENT

I thank you, Hashem for the faith you have planted in my heart, for my health and for my inner fire, which You created with Your wisdom. It would be impossible to exist and stand before You without all of the above.

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DEDICATION

I dedicate my project to my loving family JSA and my little Elmito. I also dedicate this dissertation to my friends Catherine Ngugi, Ginette Fanou and specially to my best friend Tony Maroño who have supported me throughout the process.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the study
A comprehensive understanding of employee satisfaction in the place of work is essential for a good organizational life. In this sense and given the growing competition in global markets and the pressure from the international economic environment, effective human resource management has undoubtedly become an even more important corporate objective (Alfes, Shantz, Truss & Soane, 2013). The practices of human resource management are vital elements in the achievement of organizational goals as they contribute towards the achievement of organizational performance. Jung and Yoon (2015) add that to achieve this organizational performance, organizations operating in the service industry have increased focus on employee satisfaction. Lee (2016) also agrees that by viewing employees as the organization's most valuable asset and treating them as internal customers, organizations hope to achieve its objectives and gain a competitive advantage in the current unexpected business environment.

Fuchs, Kronenberg, Kühne and Rieder, (2016) note that every organization wants to have the best human resources to achieve its objectives and gain competitive advantage, but this can only be possible when it has a satisfied workforce because a satisfied workforce exerts more efforts and works hard to achieve organizational objectives. In the hospitality industry employees are one of the most valuable assets to firms, their service performance represents the intangible element of the customer’s perception of service quality in the organization (Al-Refaie, 2015). The author added that a major antecedent of employee job performance is employee job satisfaction, if employees are unhappy with their job, they will not take the extra effort to complete satisfactory their duties which are necessary to serve the customer with their best interest.

Employee satisfaction has most often been defined as a pleasant or positive emotional state resulting from the perception of work, conception and assessment of the work environment, work experience and the understanding of all elements of work and the workplace (Amin, Aldakhil, Wu, Rezaei, & Cobanoglu, 2017). Robinson Jr, Stamps, Marshall, and Lamb Jr (2015) define employee satisfaction as “the extent to which people like their job”. According to Ooi, Mair and Laing (2016) employee satisfaction is an
attitude toward one’s job resulting from the net sum of the individual’s positive and negative emotions experienced at work and can also be defined as a pleasant feeling a person has when their expectations from work have been fulfilled. Joseph (2017) states that the term “employee satisfaction” encompasses the notion of satisfaction with the job details itself and the variables considered include; duties, working conditions, salaries, as well as other facets such as leadership, relationships, autonomy, the reward and promotion system, possibilities of professional development, trade union activities, job security, internal and external communications, possibilities of a work-life balance, and the organization as an institution. The purpose of these factors is to improve employees’ economic security and also increase chances of workers retention in the company (Macey, 2011).

According to Singh, Saufi, Tasnim, and Hussin, (2017), the employee satisfaction terminology is often used to describe whether employees are happy, contented and fulfilling their desires and needs at work and is considered a relevant element that should be supported by the organizations’ managers. The authors add that employee satisfaction is a measure of how happy workers are with their job and working environment. Shields and North-Samardzic (2015) noted that there might be many factors affecting the organizational effectiveness and one of them is the employee satisfaction. According to their study, the presence of job satisfaction among staff assumed a decisive factor that improves and increases the level of organization’s outcome. Rozkwitalska (2017) states that employee satisfaction is one of the elements that have an effect on staff performance. Therefore, according to the author, effective organizations should have a culture that encourages the employee satisfaction because it has a direct association with attitude and behaviour of staff and conducts the way of their performance at the workplace.

Thomas, Brown, and Thomas (2017) established that a positive correlation between employee satisfaction and employee turnover rate proving that higher satisfaction contributes to a stronger commitment to the organization. Dash and Mohanty, (2015) also noted that a satisfied employee is more successful, performs his duties better, achieves the goals of the organization, contributes to its effectiveness and is committed to the organization. According to the same authors, organizational commitment reflects one’s feelings toward an entire organization, not just a particular job and consists of three factors. The first is about a strong belief in the organization’s goals and values, the second
is a willingness to exert considerable effort on behalf of the organization and the third factor is strong desire to maintain membership in the organization. Alfes, et al., (2013) mention that employees are satisfied and contribute to the organization’s effectiveness provided that the managers create an environment with which the employees can identify, which gives them a feeling of worthiness, trust, equity, fairness and compassion and also an environment which respects their values and recognizes their merits.

In the contemporary business environment, Pan (2015) insists that human potential represents the most important organizational resource and each organization needs a committed and satisfied workforce. The author adds that effective leadership and employee job satisfaction are two factors that have been regarded as fundamental for organizational success especially in developing economies. Based on his study, Goetzel, (2013) noted that employees with high job satisfaction are likely to put more effort in their duties assigned and pursue organizational benefit thus, an organization that fosters high levels of employee job satisfaction will be more capable of not only retaining but also attracting employees with the skills that the organization needs. Hence, job satisfaction is seen as a critical factor to get high performance and efficiency of an organization through ensuring high employee morale and commitment and avoiding factors like absenteeism and turnover. Therefore, employee satisfaction is one of the major criteria for establishing a healthy organizational environment in an organization (Jung, & Yoon, 2015).

In their study on emotions in the workplace, Ashkanasy and Dorris (2017) noted that employee dissatisfaction is usually associated with poor benefits, salaries, lack of information for communicating the employees benefit packages, the reward system and poor commendations from the superiors. Major factors affecting employee satisfaction in hotels include; long working hours, unfriendly working schedules, bad working environment, low salary level and lack of both financial and non-financial benefits (Brien, Thomas & Brown, 2017). AlBattat and Som (2013) studied the influence of employee dissatisfaction on employee turnover crises and revealed that lack of fringe benefits, bad working conditions, low salaries, work stress among others affects employee satisfaction and commitment to the organization. Lee (2016) defined employee satisfaction as a positive emotional feeling and stated that it is a result of one’s evaluation of their job experience by comparing between what they expect from their job and what they actually get from it. According to the same author, employee satisfaction is a sense of comfort and
positive experience that an employee has related to his job and can adversely affect work behavior and consequently organizational performance.

Haile and Premanandam (2017) studied employee satisfaction in Ethiopia and concluded that employee satisfaction is a function of motivators which contribute to employee satisfaction and the absence of hygiene which on the other hand, lead to job dissatisfaction. According to their definition, employee satisfaction is also referred to job satisfaction, and it represents the level of deviation between what a worker wants to receive and what is obtained in the workplace. Adewale, Joseph and Joachim, (2014) studied employee satisfaction in Nigeria and noted that workers might be satisfied with some parts of their jobs while simultaneously dissatisfied with others. According to the same authors, employee satisfaction is the central indicator for imbalances within the organizational and personnel structures. From his study on the cause of high staff turnover in South African hotels, Ebrahim (2015) noted that there some of the factors that cause high turnover among hotel staff include lack of motivation, lack of satisfaction with the work itself, long working hours and lack of training opportunities. The author adds that among these factors, employee satisfaction is crucial in the service industry since employees are in direct contact with the customer and determine the quality of the service.

Tourism contributes more than 10% of Kenya’s GDP, making it the third largest contributor to the economy after agriculture and manufacturing, and the third largest foreign exchange earner after tea and horticulture. The tourism sector is a major source of employment for over 219,000 people, representing about 11% of the total workforce in the country (Okello and Novelli, 2014). According to the Ministry of Tourism Kenya, the country has a wide variety of hotels accommodation to suit a great variety of budgets and tastes. Currently, there are more than approximately 574 licensed hotels that offers different accommodation options based on the lodging or hotel category. The luxury suites include at least eleven rated five-star town hotels in Nairobi county (Government of Kenya, 2015). The hotel industry alone is a growing enterprise and one of the most important drivers in the Kenyan economic development and considered as a reservoir where foreign exchange significantly flows (Ministry of Tourism Kenya, 2015).

In the hospitality sector in Kenya, the employment is usually characterized by unfavourable work schedules, seasonal character of tourism, lack of favorable rewards systems, limited career opportunities, which is, in turn, explaining the commonly short-
term staff membership. It also discloses the high share of youth employment and the relatively low level of employee satisfaction (Mokaya, Musau, Wagoki, & Karanja, 2013). This suggests that despite the cost of labor and benefits incurred, the organization needs to provide a satisfactory service to their employees as well as their guest. In other words, employees who are satisfied at work will be able to convey these attributes to the guests and therefore they will provide a substantially better service experience. This approach will be crucial to maintain a long-term competitive advantage that leads to corporate success and retention of high quality people in the Kenyan hospitality industry (Kariru, Kambona, & Odhuno, 2017).

Some Kenyan organizations have done efforts in providing employees benefits compared to other African countries. However, the extent to which employees fringe benefits influence employees satisfaction has not been studied widely. Besides is also common that most hotels in Kenya do not offer benefits programs as a means of enhancing employees satisfaction neither to retain skilled and highly performing employees. Based on this background the study will therefore analyze the influence of employee benefits on employee satisfaction.

1.2 Statement of the Problem
The hospitality industry is synonymous with high levels of employee turnover which can be attributed to employee dissatisfaction (Ashkanasy & Dorris, 2017). Recent organizational trends in employment conditions are reducing levels of job satisfaction and affecting the physical and mental health of their employees Ngari and Mukururi (2014).

Mokaya, Musau, Wagoki and Karanja (2013) also established that the hotel industry in Kenya is experiencing numerous employee related challenges including high rate of absenteeism, low morale and high turnover which are all due to the low employee satisfaction levels in the industry. AlBattat, and Som (2013) concluded from their study that when employees are not satisfied, they will try to find such satisfaction elsewhere, not necessarily with another employer but probably exploring other possible ways to escape or fill in time, for instance, not performing optimally, absenteeism and doing private business at work. Whereas the performance of hotels is hinged on the provision of quality service to customers, the only way to ensure prosperity is by having motivated employees who can facilitate that endeavour. According to Kiseli, Senaji, and Eng (2016) growth of
tourism has attracted many investors including international hotel chains thus increasing competition for existing hotels. Eusabia and Samson (2015) also had added that the increase in projected tourists call for the adoption of effective human resource management strategies by both local and international hotels in the country to create and maintain competitive advantage. The hotel industry therefore depends in large measure on employees to achieve their goals, implying that managers must consider employee job satisfaction, since this condition is related to work performance and quality service in the organization environment (Evans, 2015). Thus, front-line employees are specially expected to deliver high-quality service to the customer in hotel organizations (Amin, Aldakhil, Wu, Rezaei, & Cobanoglu, 2017).

The hotel industry is one of the fastest growth sectors of the global economies; its significant contribution is seen to be on an upward trend, as evidenced even here in Kenya where international hotel chains are opening its branches to reap the market rewards from this competitive industry (Githui, 2013). This current rapid growth of hotel chains has contributed to a highly competitive industry which requires exemplary service to be able to attract and maintain loyal customers during any tourist season. Therefore, being employees a business card of the hotel and also a high standard part of the service provided. Hotel Human Resources and managers are responsible for maintaining good relationships with the staff members as well as keep their satisfaction high, otherwise problems will arise between the two parties and eventually affecting the customers.

Ineson, Benke, and László (2013) in their study on employee loyalty in Hungarian hotels, note that financial and retirement benefits influence worker satisfaction and retention in hotels. Singh, Saufi, Tasnim and Hussin, (2017) conducted a study on the relationship between employee job satisfaction, perceived customer satisfaction, service quality, and profitability in luxury hotels in Kuala Lumpur. Findings revealed that higher employee job satisfaction increases service quality, customer satisfaction and increase profit. Ko and Hur (2014) researched on the impacts of employee benefits, procedural justice, and managerial trustworthiness on work attitudes. It was revealed that changing demographics of the workforce mean that employees now have greater responsibilities arising from their family life, for this reason work benefits such as family friendly benefits among others are essential to improve employee productivity.
Yee, Yeung and Cheng (2014) analyzed the impact of employee satisfaction on quality and profitability in high-contact service industries established that employee satisfaction is crucial to achieve quality and profitability in the service industry. Firms with higher employee satisfaction experienced a higher service quality and thus directly influenced customer satisfaction leading to increased financial gains. It is worth emphasizing that this in an issue that is not only important today, but certainly will become even more important in the future. Jitendra and Mini (2014) also established in their research that satisfied workers provide better customer service. Satisfied employees increase customer satisfaction because they are more friendly, upbeat, and responsive; they are less likely to turnover, which helps build long-term customer relationships. On the contrary, dissatisfied customers increase employee job dissatisfaction.

It is clear from the literature above that there is an influence of employees benefits on employee satisfaction. Job satisfaction affects employee performance as well organization productivity. In Kenya studies such as Mokaya, Musau, Wagoki and Karanja, (2013) advocated for research on other vital factors that affect employee satisfaction in the Kenyan hotel industry besides remuneration, work conditions and promotions. These factors will cause a positive effect on customer satisfaction and also it will create a proper employee satisfaction environment. This leaves a research gap that this study seeks to fill by critically analyzing the effect of employee benefits on employee satisfaction.

1.3 Purpose of the Study
The purpose of this study was to investigate the influence of services and miscellaneous benefits on employee satisfaction in five-star hotels in Nairobi.

1.4 Research Question
The study is guided by the following research questions:
1.4.1 What is the influence of financial services benefits on employee satisfaction in five-star hotels in Nairobi?
1.4.2 What is the influence of retirement related benefits on employee satisfaction in five star hotels in Nairobi
1.4.3 What is the influence of health benefits on employee satisfaction in five-star hotels in Nairobi.
1.5 Significance of the Study
1.5.1 Five-Stars hotels in Nairobi
The findings of this research will help five-star hotels in Nairobi and other institutions in the Kenyan hospitality industry to understand how to achieve high employee satisfaction. The knowledge gained through this research on the effect of employee benefits on employee satisfaction will enable these five-star hotels to understand how they can transform their employees into assets and consequently increase productivity and long-term competitive advantage.

1.5.2 Scholars
This study will act as a reference to future academic studies for scholars who seek to understand better the effect of benefits on employee satisfaction. This study will also add knowledge to existing information about the effects of employee benefits on employee satisfaction in organizations as an anchor for effective human resource management practices.

1.5.3 Government
The findings from this research will encourage organisations in the hospitality industry in Kenya to invest in improving employee satisfaction thus increasing their performance and consequently their revenues. The Government of Kenya relies on the hospitality industry to increase government revenues through tourism. Therefore, increasing efficiency and growth for the hotel industry will result in increased revenues for the Government.

1.6 Scope of the Study
The scope of the study covered the factors that influence employee benefits on employee satisfaction in five-star hotels in Nairobi County called Tribe Hotel, Villa Rosa Kempinski, Hemingway's Nairobi, Sankara Nairobi, Fairmont the Norfolk, Sarova Stanley, Dusit D2 and Radisson Blu Hotel. The factors are financial services benefits, retirement services and social benefits. The target population comprised managers and non-management employees who are on permanent employment and non-permanent employment in the hotels. The study samples 328 employees.
1.7 Definitions of Terms

1.7.1 Human Resource Management
Human Resources is a functional business field focused on maximizing employee productivity through implementing policies and processes service of an employer's strategic objectives (Alfes et al., 2013).

1.7.1 Employee Satisfaction
Employee satisfaction is the fulfilment or satisfying emotional state that results from the positive appraisal of job experiences on the part of the employee (Al-Refaie, A. 2015).

1.7.2 Employee Benefits
Employee benefits, previously referred to as fringe benefits refer to both indirect pay, that is, financial rewards that do not take any form of direct cash payments such as health care fund contributions and non-financial rewards ranging from unpaid leave provisions, wellness programs and advisory services (Shields, & North-Samardzic, 2015).

1.8 Chapter Summary
Chapter one provided the background of the study which introduces the concept and evolution of the use of employee benefits practices by human resource managers. The chapter has highlighted the statement of the problem and the purpose of the study. The research questions that guided the study have been highlighted as well. The significance, scope and definition of key terms have also been discussed. The chapter two comprised of review of literature that will be guided by the stated research questions. Chapter three discusses researched methodology that was used. Chapter four discussed findings and interpretation established from the study. Chapter five entailed the discussions of the findings.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
This chapter examined published research related to the previously discussed research questions of this study which are to determine the effect of financial benefits, retirement related employee benefits and health benefits as employee benefits on the satisfaction of employees. To the end, this section of the paper provided a comprehensive and elaborate review of literature regarding the various forms of employee benefits in organizations.

2.2 Effect of financial services on Employee Satisfaction
According to Bryson, Forth and Storkes (2015) the human resource manager is endowed with the responsibility of planning for employee benefits to improve organisational effectiveness leading to both current and future exemplary performance. Schneider et al (2011), argues that effective employee benefits help to change their attitudes towards organisational tasks in the field of Human Resource Management, the prominence of employee's job satisfaction has an immense importance. According to Haider, Aamir, Hamid and Hashim (2015) based on their study in Saudi Arabia, advocated for the use of financial services benefits as opposed to the commonly used compensations packages to foster employee satisfaction. Lee (2016) noted that basic compensation and rewards pointed towards a decrease in intrinsic motivation as it can cause short term thinking and advocated for the use of financial services benefits for an organisation to stand out as a top employer. This action could also have the dual impact of increasing engagement and satisfaction among employees. Munap, Badrillah, and Rahman, (2013) in their study on job satisfaction in Malaysia stated that employers consider financial benefits in their practices, which include benefits packages and programs to supplement the cash compensation that employees receive. In addition, employee financial benefits comprise of programs that provide benefits such as sign-on bonuses, employee assistance programs and allowances benefit.

2.2.1 Allowances
Gupta (2014) states that key employee allowance benefits include house rent allowance, travel allowance and any other special allowances given at a regular interval at a definite time by the organization. According to the author, organizations provide house rent
allowance by either providing accommodation to its employees or allocating house rent allowances to its employees as part of their pay to provide them social security and motivate them to work. Hina, Zamir, and Nudrat (2014) agree that allowances are given to retain the best talent in the organization and should scale as per the position of the employee in the organization. In addition, special allowances such as overtime, house allowances, phone allowances, meals, commissions and travel allowances are related to employee productivity.

The Government of Kisumu (2013) allowance is payment granted to a person in addition to salary as a form of compensation and benefit for additional responsibilities in specific circumstances. Such additional payments are made in the form of allowances, for the expenses incurred directly or indirectly in the execution of his duties, or to compensate him for services rendered over and above the normal job requirements. The type of allowances that may be provided are entertainment allowance, subsistence allowance, overtime allowance, hardship allowance, transfer allowance and special duty allowance.

Pan, (2015) based on his study involving 474 hotel employees in Taiwan, stated that the revenue per employee is one of the critical factors that differentiate profitability in a hotel. The author added that satisfied employees whose organizational citizenship behavior is high will generate a higher ratio of revenue per employee. Jain (2016) concluded that employee satisfaction was increased by the provision of allowances such as educational and house allowances. However, the same study revealed that overtime allowances did not yield much employee satisfaction. Jung and Yoon (2015) studied the satisfaction of 314 employees working in deluxe hotels in South Korea and concluded that employee allowances significantly affected employee satisfaction, job engagement and turnover intentions. Ineson, Benke, and László, (2013) involved over 600 hotel employees throughout Hungary in determining their attitudes to loyalty and perspectives concerning job satisfaction. Her study established through component analysis that allowance benefits had a greater impact on employee loyalty than monetary rewards. The authors concluded from their study that financial benefits among them allowance fostered employee satisfaction and retention in the hotel industry.

Employee satisfaction is not only a determining factor of occupational choice, but may also contribute to a firm's competitiveness, productivity, and growth potential (Millán, Hessels, Thurik, & Aguado, 2013). In addition, efforts aimed at achieving employee
satisfaction through allowances must be based on demographic factors such as age and gender and insist that people who are satisfied with their work perform better and results from previous studies suggest both a direct and an indirect link between job satisfaction and organizational performance (Millán, Hessels, Thurik, & Aguado, 2013). On the other hand, low satisfaction leads to higher absenteeism, job separations, and resignations, and therefore employers have found that allowance benefits are highly desired by employees (Ko & Hur, 2014). An organization can also reduce unwanted employee turnover and related recruiting, hiring, and training costs by shifting these costs from developing new employees to retaining experienced employees through employee benefits such as allowances (Rozkwitalska, 2017).

An organization can motivate an employee to increase productivity by providing opportunities for career development through house, loans, and executive perquisites (Dessler, 2013). At the same time, the organization will have shown recognition of the worker's value and aspiration leading to employee satisfaction. Osibanjo, Adeniji, Falola, and Heirsmac, (2014) also concluded from their study in Nigeria that allowances such as house allowances, vehicle loans, and meal allowances affected employee satisfaction and retention rate. Allowances are practical because they probably cost no more than worker unrest and diminished productivity according to Kamau, (2013). Company housing or house rent allowance is offered by organisations who feel obliged to help an individual meet one of the basic needs and to enable them to have access to reasonable accommodation while on official duty (Marinucci et al., 2013). Muchiri (2016) studied the effects of rewards on employee performance in Nairobi Serena hotel and concluded that in addition to other benefits, travel allowances are essential components of extrinsic rewards that enhance employee satisfaction and performance.

2.2.2 Bonuses

According to Gittleman and Pierce (2015) bonus pay is compensation over and above the stipulated amount of specified base salary or wage. The availability of fringe benefits like bonuses creates a motivating environment and lead to an increase in production, sales, and profitability. Bonuses are offered to employees when they achieve certain standards and quotas (Yousaf, Latif, Aslam, & Saddiqui, 2014).

Haider et al., (2015) add that facilitating the employees with high salaries is not sufficient to influence and satisfy them. In their study on the effect of non-financial rewards, the
authors stated that managers implementing cash bonuses might enhance employees' initial motivation and satisfaction. Anik, Aknin, Norton, Dunn, and Quoidbach (2013) proposed that offering employees prosocial bonuses that were not linked to any current behaviour or expectation of future behaviour would be useful in increasing employee satisfaction. According to the authors, if benefits such as large bonuses are based on individual performance, they are often surprisingly ineffective in increasing employee satisfaction and productivity. Besides, bonuses also can produce negative outcomes by eroding workplace cohesion as employees become reluctant to share information with others even at the expense of organizational output.

Vries, Koster, and Stam, (2016) in their study on incentive systems and performance, stated that in some cases, team-based compensation schemes raise a sense of cooperation, cohesiveness and employee satisfaction among team members inducing them to exert additional effort toward helping one another. Schoenherr, (2016) agree that increased cooperation due to interdependent rewards has been shown to improve team performance suggesting that team-based bonuses may be an effective means of improving employee social life. However, the authors warn that as with individual-based bonuses, team-based bonuses offer significant advantages but also potential drawbacks such as free riding, motivational loss due to the perception of inequity and sub optimisation of team goals. According to Stark, Bierly, and Harper (2014), this implies that is more efficient to use competition-based bonuses for independent tasks, and cooperation-based bonuses for interdependent tasks.

Ali, Edwin, and Tirimba, (2015) noted that lack of bonuses as employee benefits was one of the common reasons for departure among all employees. From their study on intrinsic rewards, 80% of the respondents strongly agreed that bonus pay could encourage employees to be more satisfied and productive. Yousaf, et al., (2014) agree that bonus payment participates in the enhancement of employee's morale and satisfaction. The authors add that bonuses for performance satisfy the employees and increase the production. Gupta (2014) advocates for bonuses to be paid to the employees during festive seasons to motivate them. According to the same author, the bonus amount is usually the amount of one month's salary of the employee. An organisation can easily increase the work performance of the workforces with the help of additional benefit (Zameer, Ali,
Nisar, & Amir, 2014). The authors add that other bonuses that are above salary should be given to employees according to their performance.

According to a study done by Njanja et al. (2013) on the effect of cash bonuses on employee performance in the Kenya Power and Lighting Company Ltd findings revealed that despite the fact that staff had a perception that cash bonuses motivate performance, these cash bonuses had no effect on employee performance. Mokaya, Musau, Wagoki, and Karanja, (2013) studied job satisfaction in the hotel industry in Kenya and revealed that pay related bonuses to be neither effectual nor ineffectual to an organisation performance. However, the authors agreed that intrinsic rewards were more effective than monetary rewards in the hospitality industry.

2.2.3 Employee Assistance Programs

Employee assistance programs (EAPs) address issues affecting work performance and well-being (Merrick, Hodgkin, Horgan & Quinn, 2015). The authors define EAPs as a collection of comprehensive services which not only contribute to the solutions of the problems faced in the work places but also of the personal life-related problems. These services will include several characteristics such as increasing job efficiency and satisfaction, increasing organizational loyalty, decreasing absenteeism, decreasing the disability to focus on the tasks, decreasing the mistakes and the rates of occupational accidents regarding workers (Li, Sharar, Lennox, & Zhuang, 2015). According to Joseph and Walker, (2017) Employee assistance programs (EAPs) are employee services that assist in attending to both personal and professional issues to enhance outcomes for employees and organizations. On the one hand, organizations are assisted in addressing productivity issues, on the other hand, employees are assisted in identifying and resolving personal concerns that may affect their job performance.

Employee Assistance Professionals are thought to reduce corporate costs by influencing the variables such as absenteeism, low productivity, reduced performance and turnover responsible for these costs (Yildirim, Abukan, & Oztas, 2017). Employees acknowledge the benefits of using a third-party or external EAP professional which allows staff to receive the support they require without necessitating the juggling of multiple and potentially conflicting interests for those in internal leadership roles (Richmond, Pampel, Wood, & Nunes, 2017). According to the authors, employees appreciate that what they say and not feel was not going to be repeated or sour their relationship with their
supervisors or ruin any kind of inter organisational promotional opportunity that might come up.

For the most part, EAPs were primarily seen by all sectors as providing short-term, one-on-one counselling that organisations can offer their staff for both personal and professional issues according to Milot, (2017). The other most frequently used services included "manager assist' which is a management coaching service and ‘critical incident management' support which can include post-incident onsite and offsite debriefing, follow-up face-to-face counselling and trauma training. Holzmann, and Koettl, (2014) noted that according to some employees, their EAP provider offered mediation, facilitation, debriefing, training, coaching, mentoring, redundancy or outplacement services to staff. Yildirim, Abukan, and Oztas (2017) insist that employee assistance programs are necessary because workers may feel worn out and tired emotionally when appropriate working conditions are not provided. This situation causes emergence of emotions such as psychological stress and weakness.

Attempts aiming at eliminating stress sources are important in every company, where maximum care is given, especially to the fact that employers should obey ethical rules (Marchington, Wilkinson, Donnelly, & Kynighou, 2016). The primary of these attempts in the world is employee assistance programs (EAPs). These programs have been applied in many parts of the world, and they consist of professional services provided primarily by licensed clinicians offering problem identification and/or assessment, referral, short-term counselling, treatment coordination, and follow-up to employees affected by a variety of personal concerns (Haring, et al., 2015).

At the conceptual core of EAPs, counselling is a focus on the impact of the employee's unresolved personal problems on work effectiveness and occupational functioning by using an EAP counselling instrument. The instrument contains five scales that measure workplace factors that measure EAP effectiveness. The workplace factors include assessment of absenteeism, Presentism, Work Engagement, Life Satisfaction, and Workplace Distress (Merrick, et al., 2015). Other EAP technologies are aimed at organizational level needs, including management or supervisor training and consultation (Ngeno & Muathe, 2014). Employee assistance program service models have largely shifted from internal or workplace-based service delivery to external EAP firms or consultants providing contractual services. Munyolo, Kabare, and Kimani, (2015) studied
the effect of employee assistance programs in the Kenya and concluded that the use of EAPs increased employee satisfaction and increased the employee retention rate.

2.3 Effect of Retirement-Related Benefits on Employee Satisfaction
Fringe benefits include any variety of, employee services and protection programs in addition to guarantee basic remuneration. An employee benefits package include guaranteed employment benefits such as pension benefits, social security and severance pay (Holzmann & Koettl, 2014). Organizations to improve work attitudes provide traditional benefits such as retirement benefits (Ko & Hur, 2014). These include social security plans, pension schemes and severance pay to give financial security to employees after they leave employment.

According to Zhu, et al., (2014) as a major part of corporate social responsibility (CSR) practices, Chinese companies have emphasized social security rights to achieve sustainable development. The study concluded that implementing labour-friendly policies can help companies in developed countries to outperform similar firms, not only in terms of long-run stock market returns but also for operating result.

2.3.1 Pension Funds
Some organizations offer retirement related benefits like pension which is the deferred income collected during the working period, and the contribution is returned to the employee after retirement (Fuchs, Kronenberg, Kühne, & Rieder, 2016). Employee remuneration is not just about wages and salaries it is also concerned with long term benefits such as pension (Vries, et al., 2016). These long-term benefits are usually known as employee security benefits and sometimes as perks. Retirement plans in addition to being tax-advantaged means of accumulating retirement income, it also can enhance productivity. Pensions strongly influence workers behaviour, encouraging older workers to retire on a timely basis and giving younger workers a compelling reason to continue working for their employer.

Empirical evidence indicates that pensions influence the type of worker a firm attracts and can help an employer to attract workers who exhibit desirable behaviour patterns (Mitchell & Piggott, 2016). While the productivity effects have been associated mostly with defined benefit plans, pension plans show similar effects in shaping workers' behaviour. Retirement is now considered an earned benefit in reward for years of service to a
particular organisation, to industry, or, more generally, to the productive society (Renaud, Morin, Morin, Fray, & Fray, 2016). Older workers were exposed to retirement models that offered leisure, freedom, and flexibility for the final years their working life especially during the last decade of the Twentieth Century.

Chalmers, Johnson, and Reuter, (2014) concluded from their research on employee pension plans and employee retention that employees' response to variation in their retirement incentives is consistent with peer effects. Besides, when coworkers have similar incentives, employees show a keen interest in retirement incentives. Tetteh (2014) noted that pension plans act as a source of income to people who have retired and can be funded entirely by the organisation or jointly by the organisation and the employee during the time of employment. Haan, and Prowse (2014) did a study to estimate a structural life-cycle model of individuals' employment, retirement and consumption decisions in Germany. The analysis found that an increase of 3.76 years in the pension age threshold or a reduction of 26.8% in the per-year value of public pension benefit would balance the fiscal consequences related to the increase in life expectancy anticipated to occur over the next 40 years. It was concluded that individuals are willing to forgo 8.51% of baseline consumption to avoid the cut in per-year pension value and an increase in the pension age thresholds makes 87.7% of individuals better-off while encouraging job satisfaction and employee retention.

Solem, Syse, Furunes, Mykletun, De Lange, Schaufeli, and Ilmarinen, (2016) studied the effect of retirement plans on employee behavior and concluded that retirement plans affected employee satisfaction and retention decisions. The authors also found few gender differences, however, when controlling for confounders such as income, type of work and education, the results suggested that women workers tended to retire later than men workers.

Ongaki and Otundon (2015) state that while retirement policies constitute a "push" factor for non-employment of old-aged workers, pension systems and policies are a "pull" factor. According to the same author, pension benefits tend to pull old-aged workers out of employment even before normal retirement age. However, the availability of retirement funds to older workers contributes to the "pull factor" of retirement. According to Ojwala (2016), employee benefits should include pension schemes for employee financial security after employment. He adds that attractive pension schemes attract and retain high-quality
workers since they maintain competitive levels of total remuneration. Besides, the Kenya employment act also states that an employer must provide employees with pension plans.

Every employer is required by the Kenyan employment Act to deduct part of the employee's salary and remit it to the national pension scheme run by the National Social Security Fund (Employment Act, 2007). According to the Retirement Benefits Authority in addition to public-sector pension schemes, Kenya has 1,232 retirement schemes run by fund managers (Künzler, 2016). Most of these schemes are organized by companies for their employees or by Savings and Credit Co-operative Societies; however, there are also schemes for individuals that are generally established by private insurance companies. Some of the schemes run by private companies target the middle classes, who strongly mistrust the public NSSF and have a strong preference for private insurance companies (Victoria & Olukuru, 2014).

2.3.2 Social Security Benefits

Social Security is designed to be a progressive system, particularly by redistributing income from workers with higher incomes to those with lower incomes which is achieved through a benefit strategy that allows higher returns for a worker's first earnings and progressively fewer returns for later earnings according to Auerbach, Charles, Coile, Gale, Goldman, Lee and Weil (2017).

Changes in demographics, work behaviour and other factors suggest that there is a small but significant tendency for workers to plan for claiming Social Security at earlier retirement ages. On the other hand, the most vulnerable workers to possible increases in Social Security eligibility age are the ones with poor health circumstances or the people who have lower educational attainment. These matters may be connected in response to the expected insolvency of Social Security as a result of the small source of employees incomes for retirement (Gustman, & Steinmeier, 2015).

According to Quinn and Cahill (2016) Social Security Administration indicates that people are eligible for reduced Social Security retirement benefits at a specified age in every country and the amount of the reduction is based on how many months they are from the "normal retirement age" at which they can receive full benefits as benefits are reduced for each month that a retiree claims Social Security before the normal retirement age. An advantage is also gain in credit forms for those who delay claiming Social
Security beyond the normal retirement age; the benefits are increased until the worker reaches the maximum age of employment (Gustman, & Steinmeier, 2015).

There is a strong correlation between the timing of retirement and the age of eligibility for Social Security programs in twelve different nations, including the United States, which strongly suggests that people on average claim Social Security as early as possible (Atalay, & Barrett, 2015). However, the authors assert that the Social Security Administration’s figures are prone to positive bias because the calculations are based on each calendar claim year, and each claim year necessarily contains people of different ages.

Shoven and Slavov, (2014) studied why most married men claim Social Security benefits earlier even though they receive reduced benefits and their spouses on average bear a loss of 20% in the survivor benefit. The studies result suggested that it is not because men deliberately disregard the well-being of their wives, but instead, people often do not plan ahead and do not understand the value of delaying their retirement benefits. Zissimopoulous, Karney and Rauer (2015) attribute Social Security take-up habits to social convention. The authors claim that those who do not follow this convention of relying heavily on Social Security are the better educated. However, more financial education has not been shown to be a significant factor in leading people to delay their Social Security claims. Liebman and Luttmer (2015) agree that another important component when people decide to retire and draw from pensions is the behaviour of one's peers. Also, they discovered that the decisions of individuals concerning when to retire are directly correlated with the timing of the retirement of their coworker within the same employer.

Whereas pension benefits are only paid to an individual or his family on the basis of that person's employment record and prior contributions to the system, social security schemes incorporate welfare, of which financial assistance is extended by the state to persons who qualify on the basis of need (Victoria & Olukuru, 2014). This presents a viable strategy for increasing employee satisfaction and loyalty with the organization. Otonde and Gloria, (2014) noted that typical employee benefits in Kenya provided by businesses include social security plans in which most organizations offer plans to provide supplementary income to employees after they retire in addition to the legal requirement to make contributions to the The National Social Security Fund (NSSF).
2.3.3 Severance Pay

People are often involuntarily laid off from their jobs through no fault of their own. Employees who are unfairly dismissed using questionable procedures, they cannot always legitimately hold employers accountable for these unfortunate situations because the decision to implement layoffs is often the best possible solution for the organization (Kim, 2014). Yet, even in circumstances in which layoffs qualify as necessary, employers respect the dignity of those whose employment is involuntarily terminated through severance pay. Employers often offer a special kind of unemployment benefits such as severance pay with the intention to preserve the dignity of employees who are involuntarily terminated (Boeri, Garibaldi & Moen, 2017).

According to Van den, (2013) if employers do not act in ways that appropriately express the special commitment required by social norms of concern that is, "agent-regret" to the employees, then they unavoidably insult, offend, or humiliate the harmed party and such an attitude fails to respect the employees' dignity. Severance pay is typically offered when employees are laid off, as opposed to when they are fired due to faults of their own (Kim, 2014). According Parsons, (2016) to the author, the term severance pay is sometimes interchangeably used with the term termination benefits. However, severance pay or package should not be confused with other unemployment benefits such as pensions or unemployment insurance. By definition, severance pay is the payment given in addition to pensions or unemployment insurance.

In the U.S, as a legal matter, severance pay is entirely a matter of contractual agreement between an employer and an employee (or the employee's representative), and there is no requirement in the Fair Labor Standards Act (FLSA) for severance pay (Vodopivec, 2013). Unlike in the U.S.A the author noted that many other developed and developing countries legally mandate severance pay. All member countries of The Organization for Economic Co-operation and Development (OECD) have either legally mandated severance pay or compensations imposed by industry-level bargaining in case of employer initiated job separations according to Kuddo, Robalino and Weber, (2015). However, mandatory severance is optimal in the presence of wage deferrals induced by workers’ moral hazard according to Boeri, Garibaldi and Moen (2017).

In Nigeria, the fear of the future of workforce employment created the initial resistance to the unbundling process. Some of their initial concerns that bother are on severance
payment, arrears in salaries, pensions and other benefits owed to them had been taken care of over previous years. What could pose further challenge are issues that hinges on the criteria to be adopted in choosing those to be retained and those to be laid off. This will become an issue when most of them were retained to keep the business as a going concern when their severance allowances had been paid with the hope that they will be reabsorbed (Joseph, 2014).

According to Rieu, and Kamara, (2016) fringe benefits are rewards that satisfy employees' needs thus enhancing their commitment at workplace. Part of the employee reward system should take into account the structures to be used such as the severance pay structure. Employee benefits provided by businesses include among others, unemployment compensation for people who have lost their job or are temporarily laid off get a percentage of their wages from an insurance-like program according to Otonde and Gloria, (2014).

2.4. Effect of Social Benefits on Employee Satisfaction

Zhang, Wang, and Zhou (2014) defined employee social benefits as compensation and time that an organization provides to employees to enable them to attain social needs such as spending time with loved ones, work-life balance opportunities and health security among others. Tang, Siu and Cheung (2014) noted that work and family are the most central and salient domains in everyone’s life. Given the increasing number of dual-earner couples and single-parent workers, the authors suggested that the work–family interface is an essential element for social benefits for employees. In their research on the effect of employee benefits, Ko and Hur (2014) classified leave and health insurance as a traditional employee benefit and insisted that such benefits are important to employee job choice and retention. The authors also pointed out that traditional benefits have a significant influence on employees' job satisfaction and turnover intention.

Kehoe and Wright (2013) did a research based on the Social Exchange Theory, and they found that traditional benefits can be deemed positive and beneficial human resource practices directed at employees by the organization. They mentioned that traditional benefits create obligations for employees to reciprocate in positive and beneficial ways leading to employees' positive job satisfaction and reduction of turnover intention.
2.4.1 Leave Management

Olubusayo, Stephen, and Maxwell (2014) noted that poor social benefits packages are a major factor affecting employees’ commitment and productivity. The authors insist that employees must be motivated through adequate incentives plans such as paid time off work to increase their job satisfaction thereby promoting organizational productivity. Similarly, Haider et al., (2015) highlighted the importance of this kind of benefit, such as paid leave by revealing their role in the enhancement of job satisfaction of employee's, their commitment and performance. Understanding the employees' social needs such as paid time off to spend with family and friends can cultivate the employee loyalty towards the organization (De Gieter & Hofmans, 2015).

Employee’s annual leave is essential to employees’ satisfaction performance, and organizational performance (Anitha, 2014) the author adds that individual organizations determine paid leave within the hospitality sector. In most cases, organizations define a set of rules and regulations on who qualifies for paid leave, and how the paid leave procedure should be implemented. Legally, organizations are required to grant their employees a minimum of 21 working days of paid annual leave, for a full year of work according to Fakih, (2014). However, it is the discretion of each organization to determine the number of days, over and above the legal requirement that they will extend to their employees as a way of appreciating their performance and as a way of motivation the employees. One of the main categories of employee benefits includes family-friendly benefits that are designed to meet the diverse requirements of employees faced with the problem of balancing work, family, and personal needs. These include paid leave to allow for personal rest and social activities (Ko, & Hur, 2014).

According to the Kenyan Employment Act, employees are entitled to four types of leaves with each containing different directives that employers need to abide by. These include annual leave, sick leave, maternity leave and paternity leave (Kiseli, Senaji, & Eng, 2016). The Employment Act of Kenya, under section 28 indicates that employees within their 21 days annual leave, the employees are entitled to full pay and are also granted for recuperative purposes to enable them to renew their energies and improve efficiency without loss of seniority or benefits Kamau (2013). According to Makokha, Kilimo and Namusonge, (2017) Section 29 of Employment Act provides that a female employee shall be entitled to maternity leave on full pay if she gives not less than seven days written
notice in advance. A female worker on maternity leave is also entitled to be paid her full remuneration and other benefits to which she is otherwise entitled. The same period applies for paternity leave. Many employers provide maternity and paternity benefits to employees who give birth.

A different kind of leave is provided to employees who have worked with an employer for two consecutive months, in this case, they will be entitled to at least seven days of sick leave with full pay (Chepkwony, & Oloko, 2014). After that, these employees will have a right to seven other days within a period of one working year, only this time the payment will be half. The Kenya Labor law offers only the former four types of leave days although some organizations offer other types of leave days through which employees can benefit, in the form of compassionate and study leave. However, under the Kenyan law, terms and conditions are not provided for such leaves. Therefore, it needs to be agreed upon and determined by both employee and employer (Ngeno & Muathe, 2014).

2.4.2 Work-Life Balance
Retaining talented staff in the hospitality industry is a permanent source of concern for practitioners and a continuing area of interrogation for hospitality academics (Deery & Jago, 2015). A key contributor to employee satisfaction and consequent retention according to the author is maintaining a work-life balance. Cahill, et al., (2015) the state of the macroeconomy circumstances such as debt crisis, inflation and recession could also influence job satisfaction and satisfaction with work–life balance. Moreover, it has also been found that employees' job- and family-related attitudes have been influenced by some other factors beyond the immediate job and family domains such as individual characteristics. The authors also found that factors relating to having flexible work schedules, allegiance to work and work flexibility were the basis for employee perceptions of work life balance. Moreover, these factors provide insights into employee satisfaction and retention strategies.

The literature on work life balance in the hospitality industry points to both physical and emotional stresses contributing to a lack of an effective work life balance strategy. Both, work overload and work life balance were examined by Honand and Chan, (2013) when testing the effects of conflict and stress on job performance. Their study found that those employees with heavy workloads had low work-life balance. As a result, employees were less likely to be satisfied in their jobs and showed poor job performance.
The emotional exhaustion factor was also found to impact the quality of life for hotel employees (Lawson, Davis, Crouter & O'Neill, 2013) and the spillover of stress is believed to place additional strain on work life balance and job satisfaction for hotel employees. According to the same author, one of the key characteristics of hospitality work that causes stress is the level of emotional labor expended by staff. Deery and Jago (2015) noted that life satisfaction affected job satisfaction and that employees facing less conflict between work and family tend to carry positive aspects from daily life to the workplace. Therefore, the value of managerial efforts to have an organizational climate welcoming to employees’ families has a positive effect increasing the business probabilities success. In gender terms, women employees without children at home and younger adults experienced the highest levels of negative work–family spillover (Ashkanasy & Dorris, 2017). Work conditions, according to the same authors, particularly organizational time expectations, put hotel managers at risk for experiencing more negative and less positive work–family spillover.

According to Yadav and Dabhade, (2014) work life balance for women employees is highly desirable and if there is no job satisfaction and consistency in life, it can create a dilemma for working women. The authors insist that work-life balance requires harmony between personal and professional work, this actions will bring as a positive effect the reduction of friction between official and domestic life. Variables which positively affect employee well-being included increased schedule flexibility and mutually beneficial relationships with line managers (Mas-Machuca, Berbegal-Mirabent & Alegre, 2016). The lack of work-life balance will bring negative effects such as the sacrifice of private-life and also long working hours, invasive working hours, decreased social and family life in addition to increased fatigue and stress.

Medina-Garrido et al., (2017) agreed that the two most common stressors leading to reduced job satisfaction were interpersonal tensions at work and work overload with hotel managers being significantly more stressed than hourly employees. The authors insisted that interpersonal tensions at work were linked to lower job satisfaction and greater turnover intentions. Zhao and Zhao (2016) further suggest that opportunities for development and challenge, variation and responsibility are better job satisfaction strategies for younger generations of hospitality workers who value work life balance, autonomy and job security. The hotel industry admits to be difficult to attract and retain
well-qualified, skilled labor due to internal and external ‘image' of the industry according to Brien, Thomas and Brown (2017). Based on their study involving over four thousand hotel employees on their views of life working in a hotel the same authors concluded that compared with other industries, the hotel industry is characterized by unfavorable working hours leading to high turnover which potentially projects an overall negative industry image.

Flexible work hours are designed by managers to increase employee morale in a competitive business environment and enables individuals to coordinate work responsibilities and expectations to their work-family domains (Ngari & Mukururi, 2014). Frontline hotel employees often experience conflict between work-family and family-work roles due to incompatible time and emotional demands in the work–family nexus (Karatepe, Karadas & Karadas, 2016). The authors add that however, stressful and demanding situations can erode employees’ satisfaction and performance. In order to improve work attitudes, organizations provide traditional benefits such as alternative work schedules to foster employee satisfaction and motivation (Ko, & Hur, 2014). Therefore, there is a need for stability of Work-Life, which enables the employees to balance between work and personal life. Only in this way will the sense of balance will improve job satisfaction among employees (Muchemi, 2015).

2.4.3 Health Benefits

Employee benefits which included mandatory benefits and fringe benefits are becoming essential portion of the compensation packages that are offered by organizations to their employees. Employee health benefits represent a commitment by the employer to the health and welfare of employees and their families (Peterson, 2013). The types of benefits offered at a particular organization, are usually chosen based on cost, industry trends, and the culture of the organization. The types of benefits offered usually fall into several categories including health insurance to the employee, the spouse of the employee and in some cases the employee’s children as well according to Ko and Hur, (2014).

Basic medical expense coverage consists of benefits for hospital expenses, surgical expenses, and physicians’ visits expenses while hospital expense coverage provides benefits for employees and their covered dependents for inpatient and limited outpatient charges incurred in a hospital (Anitha, 2014). Some of the organizations also offer health insurance and life insurance to the employees. The health insurance is the most expensive
benefit offered organizational success. As a result, employees are motivated to contribute more towards the organizational goals. Qiu, Haobin, Hung, and York, (2015) noted that most hotel employees at junior levels are Generation Y, who are observed to be less obedient and lack loyalty to their working institutions, which causes difficulties in hotel management and employee retention. As a consequence, the health of the workforce is inextricably linked to the productivity of the workforce and the health of the nation's economy. Besides, employers increasingly recognize this link and are interested in improving worker health by expanding workforce health protection and health promotion benefit programs (Al-Refaie, 2015).

Many employers allow employees to miss a limited number of days because of illness without losing pay. Some employers allow employees to accumulate unused sick leave, which may be used in case of catastrophic illnesses while others pay employees for unused sick leave. Some organizations have shifted emphasis to reward people who do not use sick leave by giving them well-pay – extra pay for not taking sick leave (Goetzel, 2013). According to Lee, (2016) on average for every one dollar spent on worker health care costs, employers absorb two to three dollars of health-related productivity costs. In addition to these safety-and hazard-related injury costs, the effort of administering to the needs of injured workers is also extremely costly. Therefore, organizations need to take steps to ensure the optimal health of its workforce by ensuring the safety, health and welfare of all employees working in their firms (Ali et al., 2015).

In Kenya, the Occupational Safety and Health Act, No. 15 of 2007 and revised in 2010 provides for the safety, health and welfare of workers and all persons lawfully present in the workplace. The Act stipulates that in workplaces where employees are exposed to wet or to any injurious or offensive substances, the employers shall be in the obligation to provide de necessary resources such as suitable gloves, footwear, goggle, head coverings clothing and appliances that are adequate, effective and suitably protective (Kamau, 2013).

The Kenya Work Injury Benefits Act, No. 15 (2007), provides for compensation to employees for work related injuries and diseases contracted in the course of their employment and for connected purposes. Under the right to compensation (Part III) of Work Injury Benefits Act, an employee who is involved in an accident resulting in the employee’s disablement subject to the provisions of this Act, is entitled to the benefits
provided for under this Act. According to Künzler (2016) to deal with such liabilities an employer is obligated to obtain and maintain an insurance policy, with an insurer approved by the Minister in respect of any liability that the employer may incur under this Act to any of his employees.

2.5 Chapter Summary
This chapter discussed relevant existing literature based on the stated research objectives; to determine to what extent financial benefits, retirement related benefits and social benefits affect employee satisfaction. The next chapter of this research proposal expounded on the research methodology that was be used by the researcher to collect data in this research.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter highlights the research methodology that was utilized in this research. Methodology in a research by definition involves the possible choices decided upon by the person carrying out the research regarding data collection methods, data analysis techniques, and procedures (Silverman,1993). The section also gives details about the research design of the study, the intended target population, the sampling design, the data collection methods to be applied, the research procedures, the data analysis and presentation methods that was used in this study.

3.2 Research Design
A research design is the strategy and structure of exploring to accurately develop answers to the research questions (Saunders, Lewis & Thornhill, 2016). According to Mugenda and Mugenda (2013) a descriptive design approach is used when the problem is well designed and where a researcher can engage the population of interest in order for the respondent to give information on the problem under study. This study adopted a descriptive research design because it enables a researcher to interact with respondents, obtain relevant information on the issue and draw accurate conclusions from the collected data. Being convenient for the researcher to interact with the target population and gain the required information, this study therefore used a descriptive research design approach to efficiently meet the objective of this study.

3.3 Population and Sampling Design

3.3.1 Population
Collis and Hussey (2013) define a population as the total collection of elements which researchers seek to examine or make inference about. A target population specifically, refers to an entire group of individuals who have common observable characteristics (Zikmund, Babin, Carr & Griffin, 2013). Cooper and Schindler (2014) add that the more specific a population of interest is defined, the better the ability to describe and explain the behavior intended to be studied. The researcher chose to study five-star hotels in Nairobi because of ease of access to respondents information addition to time and cost constraints. According to the Kenya Association of Hotelkeepers and Caterers (KAHC), five-star
hotels in Nairobi have employed a total of 1,824 employees. The sampling design for this study was probability sampling technique, the sample was taken as representative of the population. The probability sampling technique for this research was stratified into different five-star hotel departments (reception, housekeeping, food and beverages department, etc). Thus, the hotel population was stratified by category choosing those five stars hotels in Nairobi center and also by hotel department. For this reason, the population under this research was homogeneous (alike) and it only considered five stars hotels. However, the population between group departments will be heterogeneous (distinct from one department to another). The population included eight different hotel department that consist of both, management and non-management employees. The relevant information in concern to the hotel population was gathered from several sources, such as personal interviews in each hotel, collecting information from each hotel website, and also from the World Tourist Organization. The following table presents the population summarized.

**Table 3.1 : Target Population Distribution Table**

<table>
<thead>
<tr>
<th>Hotel</th>
<th>Population (Frequency)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>VillaRosa Kempinski</td>
<td>240</td>
<td>13</td>
</tr>
<tr>
<td>Hemmingway's Nairobi</td>
<td>85</td>
<td>5</td>
</tr>
<tr>
<td>Sankara Nairobi</td>
<td>221</td>
<td>12</td>
</tr>
<tr>
<td>Fairmont the Norfolk</td>
<td>231</td>
<td>13</td>
</tr>
<tr>
<td>Sarova Stanley</td>
<td>318</td>
<td>17</td>
</tr>
<tr>
<td>Tribe Hotel</td>
<td>247</td>
<td>14</td>
</tr>
<tr>
<td>Dusit D2</td>
<td>157</td>
<td>9</td>
</tr>
<tr>
<td>Radisson Blu Hotel</td>
<td>325</td>
<td>18</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1824</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Kenya Association of Hotelkeepers and Caterers database (2017)*

**3.3.2 Sampling Design**

A sampling design can be defined as a process by which cases or members in the target population are drawn from which accurate conclusions can be made about the entire population (Mugenda, 2013). The same authors add that a sampling design is important because it is the method that was used to determine whether the study sample represents
the entire population from which it is drawn or not. This sampling design allowed the researcher to judge the reliability and validity of the findings in comparison to the defined target population.

### 3.3.2.1 Sampling Frame
Saunders, Lewis and Thornhill (2016) state that a sampling frame contains a complete and up to date list that comprises the population for the research. The sampling frame list of this study will be conducted on the employees of eight five-star hotels located in Nairobi center. From the hotel population, representative sample was selected from Front Office, Human Resource, Accounting, Marketing, Food and Beverages, Housekeeping, Security and Engineering department. (Kenya Association of Hotelkeepers and Caterers database, 2017).

### 3.3.2.2 Sampling Technique
According to Collis and Hussey (2013) stratified random sampling is a method of sampling that involves the division of a population into smaller groups known as strata based on members' shared attributes or characteristics. This research was stratified random sampling using the eight hotels as strata due to the large number of the target population. Respondents were randomly selected from each hotel to form a sample size of 328. This way, individuals from all the hotels will form a mirror representation of the entire population. The use of stratified random sampling will help reduce error and will be time and cost efficient (Zikmund, Babin, Carr and Griffin, 2013).

### 3.3.2.3 Sample Size
According to Saunders, Lewis and Thornhill (2016), a sample can be defined as a proportion or subset representative of the population of interest. A good sample, according to the authors, is a small version of the population and an effective sample should be a representative of the whole population to make an accurate inference of the population. Due to the large number of the target population, cost, time constraints and convenience of the hotel locations to the researcher, this research will use sampling to enable the researcher acquire accurate data while overcoming these challenges.

This research was determined an appropriate and accurate sample size using the sampling formula \( n = \frac{N}{1 + Ne^2} \) developed by Slovin (1960) whereby:
n= the sample size
N = the size of population
e = Margin of error

Therefore, the sample size for this study will be;

\[ \frac{N}{1+Ne^2} \]

\[ n = \frac{1824}{1 + 1824(0.052)} \]

\[ n = 328 \]

**Table 3.2: Sample Distribution Table**

<table>
<thead>
<tr>
<th>Department</th>
<th>Sample size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Front office Department</td>
<td>28</td>
<td>13</td>
</tr>
<tr>
<td>Human Resource Department</td>
<td>15</td>
<td>5</td>
</tr>
<tr>
<td>Accounting Department</td>
<td>20</td>
<td>12</td>
</tr>
<tr>
<td>Marketing Department</td>
<td>25</td>
<td>13</td>
</tr>
<tr>
<td>Food and Beverages Department</td>
<td>65</td>
<td>16</td>
</tr>
<tr>
<td>Housekeeping Department</td>
<td>69</td>
<td>14</td>
</tr>
<tr>
<td>Engineering Department/Maintenance</td>
<td>52</td>
<td>9</td>
</tr>
<tr>
<td>Security Department</td>
<td>54</td>
<td>18</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>328</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**3.4 Data Collection Methods**

For this study, primary data was collected. Cooper and Schindler (2014) states that the choice of an effective tool and instrument to collect data for research depends primarily on the characteristics of the subjects, the proposed research topic, objectives of the study, the problem statement, research design, and the expected data results. Sekaran and Bougie (2013) define primary data as information that is gathered or obtained directly from the respondents.

The researcher used a customized structured questionnaire to collect primary data. The questionnaire designed for this study consists of both open-ended and closed ended questions. The questionnaire was divided into four parts, with each part aimed to capture unique data. Part A aimed to capture the background and demographic factors of each of the hotel’s employees. Part B was focus on how financial benefits affect employee
satisfaction. Part C aimed to obtain data on the effect of retirement related benefits on employee satisfaction, while Part D aimed to seek data on the effect of social benefits on employee satisfaction. In addition, each part of the questionnaire was measured the dependent variable which is the overall level of employee satisfaction. For measuring the respondents, a five level Likert Scale was used with answers from strongly disagree, disagree, neutral, agree and strongly agree.

3.5 Research Procedures
Questionnaires was used in the study to collect primary data. The research questionnaires were delivered by hand to the respondents. The carefully designed questionnaire was first tested to determine its validity and accuracy in a pilot study involving ten members of the population. Feedback obtained was added to the questionnaire for further improvements. Cronbach Alpha was used to determine reliability of the questionnaire. Cronbach alpha is considered reliable if it is greater than 0.07 (Streiner, 2003). After data collection is completed, the data was screened, coded, entered and cleaned. Then, the research used Strategic Package for Social Sciences (SPSS) software to analyze the collected data.

3.6 Data Analysis Methods
The study used both qualitative and quantitative research. Quantitative research is used to quantify the problem by way of generating numerical data or data that can be transformed into usable statistics. It is used to quantify attitudes, opinions, behaviors, and other defined variables (Zikmund et al., 2013). Sekaran and Bougie (2016) define data analysis as the process of analyzing, cleaning transforming and modeling data that has been collected for research. The data collected for this research was coded with respect to the different variables of the study to ease the process of data entry and data interpretation. The study used quantitative data analysis techniques as proposed by Cooper and Schindler (2014).

Statistical Package for Social Sciences (SPSS) software was used to clean, edit and code to ensure good quality of the data. Coding of the data will be done according to different variables and descriptive statistics such as, mean, median and standard deviations for the dependent and independent variables, the results are also presented using percentages, and frequencies. Inferential statistics analysis was used to make inferences about the population based on the sample, analysis tables were included for ease of interpretation. Bar graphs and pie charts presents findings as well. In addition, frequency tables were
done to summarize responses for further analysis to facilitate comparison and accurate inference on the effect of employee benefits on employee satisfaction. Regression and correlation analysis was done to determine the relationship between dependent and independent variables.

3.7 Chapter Summary
This chapter has extensively discussed the research methodology utilized in this study. It has specifically highlighted the research design approach, the target population of the study, the sampling design and the data collection methods used to efficiently collect data for the study while expounding on the research procedure covered and data analysis techniques used. The sampling technique, the sampling frame and sample size were discussed as well in this chapter.
CHAPTER FOUR

4.0 DATA ANALYSIS AND INTERPRETATION

4.1 Introduction
This chapter presents findings and interpretation established from the study. Findings are presented in line with questionnaire and research objectives. Once the questionnaires were collected from each five-star hotel the data was coded and then analyzed using SPSS version 22.0.0. Pie charts, bar charts and tables have been used to present the data analyzed. The chapter has the results on demographics such as age, gender, marital status, dependents, level of education, job title, number of years in the organization, and department of the organization respondents work in. The chapter outlines influence of employee benefits on employee satisfaction.

4.1.1 Response Rate
The response rate of a test measures the statistical power of a research and the higher the rate the better. In this study, the researcher distributed 328 questionnaires and only 207 were filled and returned. This represents a response rate of 63 %. According to Field, (2013) the statistically significant response rate for a study should be at least 50% therefore the threshold requirement condition was met.

Table 4.3: Response Rate

<table>
<thead>
<tr>
<th>Questionnaires</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filled and collected</td>
<td>207</td>
<td>63</td>
</tr>
<tr>
<td>Non-Responded</td>
<td>121</td>
<td>37</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>328</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.2 Demographic Information
This section offers results on the demographic factors of the respondents who participated in this research study. The demographics factors are based on age, gender, marital status, dependents, marital status and level of education.

4.2.1 Age
To investigate the age of the respondents findings revealed that 34% of the respondents were employees between 26-35 years, 32% were employees between 31-35 years, 19%
were employees below 25 years, 14% were employees between 36-39 years and 1% were employees above 40 years. Basically, the results indicate that most of the employees are youth as shown in the Figure 4.1 below.

---

**Figure 4.1: Age**

4.2.2 Gender

To investigate the age of the respondent’s findings revealed that 60% of respondents were male, whereas 40% were female and 1% did not responded. The result suggest that males dominated the progression, partly because of the culture and nature of the industry as shown in the Figure 4.2 below.

---

**Figure 4.2: Gender**

4.2.3 Marital Status

To investigate marital status 99 respondents were single accounting for 48% of the population; followed by 77 respondents who were married representing 37% of the
population, 23 respondents were divorced representing 11% of the population, 6 respondents were widowed representing 3% of the population and 2 respondents never answered representing 1% of the population as shown in the Figure 4.3 below.

**Figure 4.3: Martial Status**

### 4.2.4 Dependents

To investigate if respondents have any dependants 101 respondents agreed that they do have dependants accounting for 48% of the population whereas 88 respondents do not have any dependants accounting for 43% of the population and 18 respondents did not answer representing 8% of the population as shown in Table 4.4 below.

**Table 4.4: Dependents**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Distribution</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td></td>
<td>101</td>
<td>48</td>
</tr>
<tr>
<td>No</td>
<td></td>
<td>88</td>
<td>44</td>
</tr>
<tr>
<td>Missing</td>
<td></td>
<td>18</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>207</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

### 4.2.5 Level of Education

To investigate level of education 63 respondents, have a diploma representing 30% of the population, 61 respondents have a degree this represents 30% of the population, 30 respondents have certificate representing 15% of the population, 19 respondents have a
master representing 9% of the population, and 34 respondents never answered this represents 16% of the respondents as shown in the Figure 4.4 below.

![Figure 4.4: Level of Education](image)

**4.2.6 Job Title**

To investigate job title findings revealed that 32 respondents were waiters representing 16% of the population, 12 respondents were guards representing 6% of the population, receptionist, housekeeping and accountant had 10 respondents each representing 5% each of the total population, 9 respondents were cleaners representing 4% of the total population, 7 respondents were bar tenders representing 4% of the total population, 5 respondents were maids representing 2% of the total population, chef, cost controller, font office assistant, security, cashier and HR assistant each had 4 respondents each representing 2% of the total population, room cleaner, bell boy and administration assistant each had 3 respondents representing 1% of the total population, engineer, food and beverage assistant, front office cashier, front office manager, HR recruitment income auditor, night auditor, masseuse, payback assistant, reservations assistant, restaurant cashier, restaurant captain, restaurant manager, supervisor and security chief each had two respondents representing 1% of the total population, assistant cook, uniform room attendant, assistant house keeper, assistant laundry manager, banquet manager, chief engineer, concierge crew plant engineer, desk clerk, engineer, executive house keeper, financial manager, front desk agent, general staff, housekeeping supervisor, HR, HR centre of excellence, HR coordinator, HR manager, HR planner, HR office, HRM generalist, laundry assistant, laundry attendants, maintenance engineer, manager, pot
wisher, order taker, plant engineer, procurement officer, receptionist on training, sales agent, sales and marketing, sales manager, security officer, security supervisor, SPA attendant, SPA receptionist, tailor, telephone operator and assistant front offices each had 1 respondents representing 1% of the total population. As shown in Table 4.3 below.

Table 4.5: Job Title

<table>
<thead>
<tr>
<th>Variable</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>accountant</td>
<td>10</td>
</tr>
<tr>
<td>administration assistant</td>
<td>3</td>
</tr>
<tr>
<td>assistant cook</td>
<td>1</td>
</tr>
<tr>
<td>assistant front offices</td>
<td>1</td>
</tr>
<tr>
<td>assistant house keeper</td>
<td>1</td>
</tr>
<tr>
<td>assistant laundry manager</td>
<td>1</td>
</tr>
<tr>
<td>banquet manager</td>
<td>1</td>
</tr>
<tr>
<td>bar tender</td>
<td>7</td>
</tr>
<tr>
<td>bell boy</td>
<td>3</td>
</tr>
<tr>
<td>chef</td>
<td>4</td>
</tr>
<tr>
<td>chief engineer</td>
<td>1</td>
</tr>
<tr>
<td>cleaner</td>
<td>9</td>
</tr>
<tr>
<td>concierge</td>
<td>1</td>
</tr>
<tr>
<td>cost controller</td>
<td>4</td>
</tr>
<tr>
<td>crew plant engineer</td>
<td>1</td>
</tr>
<tr>
<td>desk clerk</td>
<td>1</td>
</tr>
<tr>
<td>electrician</td>
<td>2</td>
</tr>
<tr>
<td>engineer</td>
<td>1</td>
</tr>
<tr>
<td>executive house keeper</td>
<td>1</td>
</tr>
<tr>
<td>financial manager</td>
<td>1</td>
</tr>
<tr>
<td>food and beverage assistant</td>
<td>2</td>
</tr>
<tr>
<td>front desk agent</td>
<td>1</td>
</tr>
<tr>
<td>front office assistant</td>
<td>4</td>
</tr>
<tr>
<td>front office cashier</td>
<td>2</td>
</tr>
<tr>
<td>front office manager</td>
<td>2</td>
</tr>
<tr>
<td>Position</td>
<td>Total</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>general staff</td>
<td>1</td>
</tr>
<tr>
<td>guard</td>
<td>12</td>
</tr>
<tr>
<td>house keeping</td>
<td>12</td>
</tr>
<tr>
<td>housekeeping supervisor</td>
<td>1</td>
</tr>
<tr>
<td>HR</td>
<td>1</td>
</tr>
<tr>
<td>HR assistant</td>
<td>4</td>
</tr>
<tr>
<td>HR centre of excellence</td>
<td>1</td>
</tr>
<tr>
<td>HR coordinator</td>
<td>1</td>
</tr>
<tr>
<td>HR manager</td>
<td>1</td>
</tr>
<tr>
<td>HR office</td>
<td>1</td>
</tr>
<tr>
<td>HR planner</td>
<td>1</td>
</tr>
<tr>
<td>HR recruitment</td>
<td>2</td>
</tr>
<tr>
<td>HRM generalist</td>
<td>1</td>
</tr>
<tr>
<td>income auditor</td>
<td>2</td>
</tr>
<tr>
<td>laundry assistant</td>
<td>1</td>
</tr>
<tr>
<td>laundry attendants</td>
<td>1</td>
</tr>
<tr>
<td>maid</td>
<td>5</td>
</tr>
<tr>
<td>maintenance engineer</td>
<td>1</td>
</tr>
<tr>
<td>manager</td>
<td>1</td>
</tr>
<tr>
<td>masseuse</td>
<td>2</td>
</tr>
<tr>
<td>night auditor</td>
<td>2</td>
</tr>
<tr>
<td>order taker</td>
<td>1</td>
</tr>
<tr>
<td>Payback assistant</td>
<td>2</td>
</tr>
<tr>
<td>plant engineer</td>
<td>1</td>
</tr>
<tr>
<td>pot washer</td>
<td>1</td>
</tr>
<tr>
<td>procurement officer</td>
<td>1</td>
</tr>
<tr>
<td>receptionist</td>
<td>10</td>
</tr>
<tr>
<td>receptionist on training</td>
<td>1</td>
</tr>
<tr>
<td>reservations assistant</td>
<td>2</td>
</tr>
<tr>
<td>restaurant captain</td>
<td>2</td>
</tr>
<tr>
<td>restaurant cashier</td>
<td>2</td>
</tr>
<tr>
<td>restaurant manager</td>
<td>2</td>
</tr>
<tr>
<td>room cleaner</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td>------------------</td>
<td>----</td>
</tr>
<tr>
<td>sales agent</td>
<td></td>
</tr>
<tr>
<td>sales and marketing</td>
<td>1</td>
</tr>
<tr>
<td>sales manager</td>
<td></td>
</tr>
<tr>
<td>security</td>
<td>4</td>
</tr>
<tr>
<td>security chief</td>
<td>2</td>
</tr>
<tr>
<td>security officer</td>
<td>1</td>
</tr>
<tr>
<td>security supervisor</td>
<td>1</td>
</tr>
<tr>
<td>SPA attendant</td>
<td></td>
</tr>
<tr>
<td>SPA receptionist</td>
<td></td>
</tr>
<tr>
<td>supervisor</td>
<td>2</td>
</tr>
<tr>
<td>tailor</td>
<td>1</td>
</tr>
<tr>
<td>telephone operator</td>
<td>1</td>
</tr>
<tr>
<td>uniform room attendant</td>
<td>1</td>
</tr>
<tr>
<td>waiter</td>
<td>32</td>
</tr>
<tr>
<td>cashier</td>
<td>4</td>
</tr>
</tbody>
</table>

### 4.2.7 Number of Years in the Organization

To investigate number of years in the organization 83 respondents have been in the organization for 3-5 years hence representing 40% of the total population. As can be seen this was the highest percentage in this study. Then 61 respondents have been in the organization for 1-2 years representing 30% of the total population, this can be explained because of the fast growth of the industry, therefore there are still relative new employees in the organization.

Also, as can it be seen 15 respondents have been in the organization for less than 1 year representing 7% of the population this is a small percentage. Then, 40 respondents have been in the organization for 6-10 years representing 19% of the population. It is important to mention that respondents in middle management are the employees who have been working in the organization for 6-20 years of the population.

Finally, 2 respondents have been in the organization for more than 10 years representing 1%. Commonly, they offer problem-solving and mathematical skills from years of
experience of the population and 6 respondents did not answer representing 3% of the population as shown in Figure 4.5 below.

Figure 4.5: Number of Years in the Organization

4.2.8 Department in the Organization

To investigate department respondents, work in findings revealed that 58 respondents work in the food and beverage department representing 28% of the population. The percentage reflects that Food and Beverages is may be the largest division in a hotel, generally operating for breakfast, lunch and dinner among other private services. Moreover, 37 respondents work in Housekeeping department representing 18% of the population which is the largest in virtually all hotel properties. These are the people who clean the guest rooms and, usually, the public spaces of the hotel.

Also, as can be observed 34 respondents work in Front Office department representing 16% of the population, 29 works in the Accounting department representing 14% of the respondents, 22 respondents work in the Security department representing 11% of the total population, 15 human resource department representing 7% of the total population, 6 respondents Marketing department representing 3%of the total population. Marketing is a hotel division that is relatively small but very important in the sales and marketing area.

Finally, 6 respondents work in the Engineering department representing 3% of the total population. This department is in charge of the building itself, heating and cooling
systems, plumbing, and electrical are major expenses. Additionally, each guest room has furniture and fixtures that have been purchased as shown in Figure 4.6 below.

![Figure 4.6: Department in the Organization](image)

4.3 Effect of Financial Benefits on Employee Satisfaction

The first objective of the study sought to establish the influence of financial benefits on employee satisfaction and respondents were asked several questions that they were rating with the least being Strongly Disagree (5) and the highest being Strongly Agree (1).

4.3.1 Descriptive of Financial Benefits

Most respondents agreed that financial benefits such as allowances increase employee satisfaction (4.45). The results also showed that to a great extent employees considered that their organization offers cafeteria plan or meal allowances (4.33), bonuses should be offered based on individual performance (4.16) and providing allowances shows recognition of the worker's value (4.08). Respondents also agreed that lack of bonuses is a common cause of employee turnover (4.03). In addition, respondents disagreed that the organization offers housing allowances (1.60), allowances should be based on demographic factors such as age and gender (1.84) and team-based bonuses are better than individual bonuses because they increase team cooperation and cohesiveness (1.72). However, respondents could not reach an agreement on Employee Assistance Programs increases ability to focus on the job (3.89) neither the use of Employee Assistance Programs increases employee satisfaction (3.70) as shown in Table 4.6.
On analysis of the standard deviation for providing allowances shows recognition of the worker’s value (1.241) meaning there was a bigger variation between those who agreed, disagreed and neutral. Whereas the organization offers cafeteria plan or meal allowances had the lowest deviation of (0.459). This implies that there was little variation between those who agreed, disagreed and neutral.

Table 4.6: Descriptive of Financial Benefits

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>MEAN</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>My organization offers housing allowances.</td>
<td>1.60</td>
<td>0.769</td>
</tr>
<tr>
<td>My organization offers cafeteria plan or meal allowances</td>
<td>4.33</td>
<td>0.471</td>
</tr>
<tr>
<td>Allowances should be based on demographic factors such as age and gender</td>
<td>1.84</td>
<td>0.877</td>
</tr>
<tr>
<td>Financial benefits such as allowances increase employee satisfaction</td>
<td>4.45</td>
<td>0.498</td>
</tr>
<tr>
<td>Providing allowances shows recognition of the worker's value</td>
<td>4.08</td>
<td>1.241</td>
</tr>
<tr>
<td>Bonuses should be offered based on individual performance</td>
<td>4.16</td>
<td>0.849</td>
</tr>
<tr>
<td>Team-based bonuses are better than individual bonuses because they increase team cooperation and cohesiveness</td>
<td>1.72</td>
<td>0.660</td>
</tr>
<tr>
<td>Lack of bonuses is a common cause of employee turnover</td>
<td>4.03</td>
<td>0.786</td>
</tr>
<tr>
<td>Employee Assistance Programs increases ability to focus on the job.</td>
<td>3.89</td>
<td>0.690</td>
</tr>
<tr>
<td>The use of Employee Assistance Programs increases employee satisfaction</td>
<td>3.70</td>
<td>0.847</td>
</tr>
</tbody>
</table>

4.3.2 Other Financial Benefits

To investigate other financial benefits 61 respondent stated that saving programs and other benefits are examples of financial benefits, this represents 30% of the total population, 1 respondent stated that the accidental loss benefits is an example of financial benefits this represents 0.5% of the total population, then 1 respondent stated that bank investment is an example of financial benefit this also represents 0.5% of the total population, commission and promotion programs had 18 respondents this is 9% of the total population, fringe benefits and other had 6 respondents with 3% of the total population, 1 respondent stated that funeral services is another type of financial benefit that organization can offer this represents 0.5% of the total population, 3 respondents stated that overtime benefit is an example of financial benefits, this represent 1% of the total population, then 32 respondents stated that paid time off is an example of financial benefits this represents
16% of the total population, 1 respondent stated that performance appraisal benefits is an example of financial benefits this represents 0.5% of the total population.

Table 4.7: Other Financial Benefits

<table>
<thead>
<tr>
<th>Variable</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>savings programs and others</td>
<td>61</td>
</tr>
<tr>
<td>accidental loss benefits</td>
<td>1</td>
</tr>
<tr>
<td>bank investment agreement</td>
<td>1</td>
</tr>
<tr>
<td>commission and promotion program</td>
<td>18</td>
</tr>
<tr>
<td>fringe benefits</td>
<td>6</td>
</tr>
<tr>
<td>funeral services</td>
<td>1</td>
</tr>
<tr>
<td>overtime benefits</td>
<td>3</td>
</tr>
<tr>
<td>paid time off</td>
<td>32</td>
</tr>
<tr>
<td>performance appraisal benefits</td>
<td>1</td>
</tr>
<tr>
<td>retirement benefits</td>
<td>10</td>
</tr>
<tr>
<td>scanlon plan</td>
<td>3</td>
</tr>
<tr>
<td>training</td>
<td>1</td>
</tr>
<tr>
<td>unemployment financial benefit</td>
<td>2</td>
</tr>
<tr>
<td>meal and transport benefits</td>
<td>21</td>
</tr>
<tr>
<td>Travelling and dearness allowance</td>
<td>41</td>
</tr>
</tbody>
</table>

4.4 Effect of Retirement Related Benefits on Employee Satisfaction

The first objective of the study sought to establish the effect of retirement related benefits on employee satisfaction and respondents were asked several questions that they were rating with the least being Strongly Disagree (5) and the highest being Strongly Agree (1).

4.4.1 Descriptive of Retirement Related Benefits

Most respondents strongly agreed that employee remuneration is not just about salaries but is also concerned with long term benefits such as pension. Findings also revealed that respondents agreed that pension can enhance employee satisfaction and productivity (4.25), attractive pension schemes attract high quality workers since they maintain
competitive levels of total remuneration (4.21), Social Security benefits are a viable strategy for increasing employee satisfaction and loyalty (4.11).

Respondents could not reach an agreement on my pension is funded entirely by my organization (3.88), my organization contributes to my social security through the National Social Security Fund (3.45). In addition, respondents disagreed that they use a private social security scheme in addition to NSSF (2.21), their organization offers severance pay to employees who are laid off involuntarily (2.51), workers tend to claim for Social Security at earlier ages (2.79) and finally employees also disagreed that severance pay is given in addition to pensions or unemployment insurance (2.69) as shown in Table 4.8.

**Table 4.8: Descriptive of Retirement Related Benefits**

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee remuneration is not just about salaries but is also concerned with long term benefits such as pension</td>
<td>4.54</td>
<td>.606</td>
</tr>
<tr>
<td>Employee response to variation in pension is influenced by peers</td>
<td>3.10</td>
<td>1.134</td>
</tr>
<tr>
<td>My pension plan is funded entirely by my organization</td>
<td>3.88</td>
<td>.720</td>
</tr>
<tr>
<td>Pension can enhance employee satisfaction and productivity</td>
<td>4.25</td>
<td>.558</td>
</tr>
<tr>
<td>Attractive pension schemes attract high quality workers since they maintain competitive levels of total remuneration</td>
<td>4.21</td>
<td>.661</td>
</tr>
<tr>
<td>Workers tend to claim for Social Security at earlier ages</td>
<td>2.79</td>
<td>1.097</td>
</tr>
<tr>
<td>My organization contributes to my social security through the National Social Security Fund (NSSF)</td>
<td>3.45</td>
<td>1.122</td>
</tr>
<tr>
<td>I use a private social security scheme in addition to NSSF</td>
<td>2.21</td>
<td>1.240</td>
</tr>
<tr>
<td>Social security benefits are a viable strategy for increasing employee satisfaction and loyalty</td>
<td>4.11</td>
<td>.619</td>
</tr>
<tr>
<td>Severance pay is given in addition to pensions or unemployment insurance</td>
<td>2.69</td>
<td>1.290</td>
</tr>
<tr>
<td>My organization offers severance pay to employees who are laid off involuntarily</td>
<td>2.51</td>
<td>1.287</td>
</tr>
<tr>
<td>Severance pay increases employee satisfaction</td>
<td>4.09</td>
<td>.779</td>
</tr>
</tbody>
</table>
On analysis of the standard deviation Severance pay is given in addition to pensions or unemployment insurance had the highest deviation value of (1.290) meaning there was a bigger variation between those who agreed, disagreed and neutral. Whereas Employee remuneration is not just about salaries but is also concerned with long term benefits such as pension had the lowest deviation value of (.606). This implies that there was little variation between those who agreed, disagreed and neutral.

### 4.4.2 Other Retirement Related Benefits

To investigate other retirement benefits findings revealed that 7 respondents agreed that accident disability retirement is an example of other retirement benefits this represent 4% of the population, 11 respondents agreed that compensation plan is a benefit plan and this represent 6% of the total population, 3 respondents agreed that cash bonus is another example of retirement benefit this represent 2% of the total population, 13 respondents also stated that death insurance benefit plans is an example of retirement plan representing 7% of the total population, 62 respondents agreed that Early retirement benefits plan is an example of retirement plan hence representing 34% of the total population. as shown in Table 4.9 below.

**Table 4.9: Other Retirement Related Benefits**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>accident disability retirement</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>compensation</td>
<td>11</td>
<td>6</td>
</tr>
<tr>
<td>cash bonus</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>death insurance</td>
<td>13</td>
<td>7</td>
</tr>
<tr>
<td>gratuities</td>
<td>63</td>
<td>35</td>
</tr>
<tr>
<td>annuities</td>
<td>13</td>
<td>7</td>
</tr>
<tr>
<td>Early retirement and other retirement</td>
<td>62</td>
<td>34</td>
</tr>
<tr>
<td>resting benefits</td>
<td>7</td>
<td>4</td>
</tr>
</tbody>
</table>

### 4.5 Effect of Social Benefits on Employee Satisfaction

The first objective of the study sought to establish the effect of social benefits on employee satisfaction and respondents were asked several questions that they were rating with the least being Strongly Disagree (5) and the highest being Strongly Agree (1).
4.5.1 Descriptive of Social Benefits

Most respondents agreed that Paid time off contributes to employee satisfaction in the organization (4.47). The results also showed that to a great extent employees considered that having flexible work schedules increases employee satisfaction and productivity (4.28), Social benefits packages affects employees’ commitment, productivity and job satisfaction in the organization (4.23), leave benefit increases employee satisfaction (4.11), family-friendly benefits increase employee satisfaction (4.09).

Finally, the results shows that employees are overall satisfied with their employee benefits (4.04). However, respondents could not reach an agreement on the fact that work overload causes stress (3.73), the organization offers annual, maternity, paternity and sick leave (3.33). In addition, respondents disagreed that family-friendly benefits are more desirable to women than men (2.85), and finally employees disagree that organization offers health insurance or any other life insurance plan (2.62).

Table 4.10: Descriptive of Social Benefits

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paid time off contributes to employee satisfaction in the organization</td>
<td>4.47</td>
<td>.919</td>
</tr>
<tr>
<td>My organization offers annual, maternity, paternity and sick leave</td>
<td>3.33</td>
<td>1.084</td>
</tr>
<tr>
<td>Leave allows for personal rest and social activities</td>
<td>4.02</td>
<td>.795</td>
</tr>
<tr>
<td>Leave benefit increases employee satisfaction</td>
<td>4.11</td>
<td>.590</td>
</tr>
<tr>
<td>Work overload causes stress</td>
<td>3.73</td>
<td>1.203</td>
</tr>
<tr>
<td>Having flexible work schedules increases employee satisfaction and</td>
<td>4.28</td>
<td>.450</td>
</tr>
<tr>
<td>productivity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Family-friendly benefits increase employee satisfaction</td>
<td>4.09</td>
<td>.694</td>
</tr>
<tr>
<td>Family-friendly benefits are more desirable to women than men</td>
<td>2.85</td>
<td>1.269</td>
</tr>
<tr>
<td>My organization offers health insurance or any other life insurance</td>
<td>2.62</td>
<td>1.282</td>
</tr>
<tr>
<td>plan.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My organization offers compensation for work related injuries</td>
<td>2.76</td>
<td>1.177</td>
</tr>
<tr>
<td>Social benefits packages affect employees’ commitment, productivity and</td>
<td>4.23</td>
<td>.611</td>
</tr>
<tr>
<td>job satisfaction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am overall satisfied with my employee benefits</td>
<td>4.04</td>
<td>.672</td>
</tr>
</tbody>
</table>
4.5.2 Other Social Benefits

To investigate other social benefits findings revealed that 51 respondents stated that flexible time hours benefits is an example of social benefits this represents 27% of the total population, 36 respondents stated that flexible time hours is a social benefit this represents 19% of the total population, 14 respondents stated that death benefits is an example of social benefit this represents 7% of the total population, 13 respondents stated that networking is an example of social benefit this represents 7% of the total population, 8 respondents stated that new uniforms is an example of social benefit this represents 4% of the total population, 7 respondents stated that tuition benefits is an example of social benefit this represents 3% of the total population, as shown in Table 4.11 below as shown in Table 4.11 below.

Table 4.11: Other Social Benefits

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annuities</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Better company cars</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Networking</td>
<td>13</td>
<td>7</td>
</tr>
<tr>
<td>Better social benefits</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Better working conditions</td>
<td>51</td>
<td>27</td>
</tr>
<tr>
<td>New uniforms as benefits</td>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td>Counseling</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Parking benefits</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Promotion</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Tuition benefits</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>Training benefits</td>
<td>1</td>
<td>.5</td>
</tr>
<tr>
<td>Meal benefit</td>
<td>13</td>
<td>7</td>
</tr>
<tr>
<td>Flexible time hours</td>
<td>36</td>
<td>19</td>
</tr>
<tr>
<td>Free child care</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>Death benefits</td>
<td>14</td>
<td>7</td>
</tr>
<tr>
<td>Vacation allowance</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>Job recognition</td>
<td>8</td>
<td>4</td>
</tr>
</tbody>
</table>
4.6 Employee Satisfaction

The first objective of the study sought to establish level of employee satisfaction. Respondents were asked several questions that they were rating with the least being Strongly Disagree (5) and the highest being Strongly Agree (1).

4.6.1 Descriptive of Employee Satisfaction

According to the study, majority of respondents agreed that they love their job as shown with mean score of 4.00. However, respondents could reach an agreement on they feel a positive place to work with a mean score of 3.68. Respondent could not reach an agreement on the fact that they feel supported in their role by a mean score of 3.44. In addition, respondents disagreed that they feel fairly compensated for their work by a mean score of 2.69.

On analysis of the standard deviation, there are four different question the first, do you feel this is a positive place to work had the highest deviation (1.007). This means that there was a bigger variation between those who agreed, disagreed and neutral. Do you feel supported in your role had a standard deviation of (0.895) and do you feel that you are fairly compensated for your work was a standard deviation (0.861).

Table 4.12: Descriptive of Employee Satisfaction

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you love your job?</td>
<td>4.00</td>
<td>0.751</td>
</tr>
<tr>
<td>Do you feel this is a positive place to work?</td>
<td>3.68</td>
<td>1.007</td>
</tr>
<tr>
<td>Do you feel that you are fairly compensated for your work?</td>
<td>2.69</td>
<td>0.861</td>
</tr>
<tr>
<td>Do you feel supported in your role?</td>
<td>3.44</td>
<td>0.895</td>
</tr>
</tbody>
</table>

4.7 Regression Analysis of Employee Benefits and Employee Satisfaction

The study was set to analyze influence of employee benefits on employee satisfaction. A regression analysis was done to determine if employee benefits influences employee satisfaction. For the purpose of this study was used statistical package for social sciences (SPSS V 22.0.0.0). The variables were coded, entered and computed the measurements of multiple regression.
4.7.1 Model Summary
The research analyzed relationship between the employee satisfaction against financial benefits. The results showed that the commonly called coefficient of multiple determinates or Adjusted $R^2$ value was 0.577 hence 57.7% of the variation in employee satisfaction was explained by the variations in financial benefits as illustrated in Table 4.13.

Table 4.13: Model summary of Financial Benefit and Employee Satisfaction

<table>
<thead>
<tr>
<th>Model</th>
<th>$R^2$</th>
<th>Adjust $R^2$</th>
<th>Std Error of Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$R^2$</td>
</tr>
<tr>
<td>1</td>
<td>.761a</td>
<td>.579</td>
<td>.21523</td>
<td>.579</td>
</tr>
</tbody>
</table>

An ANOVA analysis was done between of financial benefit on employee satisfaction and at 95% confidence level, the $F$ value= 281.542, $P<0.000). It can therefore be concluded that financial benefits have a positive and significant relationship with employee satisfaction.

Table 4.14: Anova Financial Benefits and Employee Satisfaction

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>$F$</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>13.042</td>
<td>1</td>
<td>13.042</td>
<td>281.54</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>9.496</td>
<td>205</td>
<td>.046</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>22.538</td>
<td>206</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: employee satisfaction
b. Predictors: (Constant), financial performance

4.7.2 Model Summary
The research analyzed relationship between the employee satisfaction against retirement benefits. The results showed that the Adjusted $R^2$ value was .035 hence 3.5% of the
variation in employee satisfaction was explained by the variations in retirement benefits as shown below in Table 4.15.

Table 4.15: Model summary of Retirement Benefits and Employee Satisfaction

<table>
<thead>
<tr>
<th>Mode</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.200a</td>
<td>.040</td>
<td>.035</td>
<td>.035</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>.3248</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.040</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>8.551</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>205</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.004</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), retirement benefits

An ANOVA analysis was done between of retirement benefits on employee satisfaction and at 95% confidence level, the F value=8.551, P<0.004). It can therefore be concluded that Retirement benefits have a positive and significant relationship with employee satisfaction the results are illustrated below in table 4.16.

Table 4.16: Anova Retirement Benefits and Employee Satisfaction

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>.902</td>
<td>1</td>
<td>.902</td>
<td>8.551</td>
</tr>
<tr>
<td></td>
<td>on Residual</td>
<td>21.636</td>
<td>205</td>
<td>.106</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>22.538</td>
<td>206</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: employee satisfaction

a. Predictors: (Constant), Retirement Benefits

4.7.3 Model Summary

The research analyzed relationship between the employee satisfaction against social benefits. The results showed that the Adjusted $R^2$ value was .039 hence 3.9% of the
variation in employee satisfaction was explained by the variations in social benefits as shown in Table 4.17.

**Table 4.17: Model summary of Social Benefits and Employee Satisfaction**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
<th>R Square Change</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.209a</td>
<td>.044</td>
<td>.0349</td>
<td>.32424</td>
<td>.044</td>
<td>9.3741</td>
<td>1</td>
<td>205</td>
<td>.002</td>
<td></td>
</tr>
</tbody>
</table>

d. a. Predictors: (Constant), social benefits

An ANOVA analysis was done between of social benefits on employee satisfaction and at 95% confidence level, the F value=9.374, P<0.002). It can therefore be concluded that social benefits have a positive and significant relationship with employee satisfaction, the results are illustrated below in Table 4.18.

**Table 4.18: Anova Social Benefits and Employee Satisfaction**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>1</td>
<td>.986</td>
<td>9.374</td>
<td>.002b</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>205</td>
<td>.105</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>206</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: employee satisfaction

b. Predictors: (Constant), social benefits

### 4.7.4 Model Summary

The research analyzed relationship between the employee satisfaction against financial benefits, retirement benefits and social benefits. The results showed that the $R^2$ value was 0.646 hence 65% of the variation in employee satisfaction was explained by the variations in financial benefits, retirement benefits and social benefits as shown in Table 4.19.
An F value is a value you get when you run an ANOVA test or a regression analysis to find out if the means between populations are significantly different. An F test will tell us if a group of variables are jointly significant. In this case our ANOVA analysis was done between of employee satisfaction on financial benefits, retirement benefits and social benefits and at 95% confidence level, the F value=123.301, P<0.000) therefore significant. the results are illustrated below in Table 4.20.

**Table 4.20: Anova Social Benefits and Employee Satisfaction**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>14.552</td>
<td>3</td>
<td>4.851</td>
<td>123.301</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>7.986</td>
<td>203</td>
<td>.039</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>22.538</td>
<td>206</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: employee satisfaction

Predictors: (Constant), social benefits
4.8 Coefficients of Employee Satisfaction and Financial Benefits, Retirement Benefits and Social Benefits

Table 4.21: Coefficients of Variables of Employee Satisfaction and Financial Benefits, Retirement Benefits and Social Benefits

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>.252</td>
<td>.139</td>
<td>1.815</td>
</tr>
<tr>
<td></td>
<td>financial</td>
<td>.651</td>
<td>.035</td>
<td>18.379</td>
</tr>
<tr>
<td></td>
<td>retirement</td>
<td>.093</td>
<td>.040</td>
<td>2.342</td>
</tr>
<tr>
<td></td>
<td>social</td>
<td>.171</td>
<td>.045</td>
<td>3.815</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employee Satisfaction

As per Table 4.17, the equation \( Y= \beta_0+ \beta_1X_1 + \beta_2X_2 + \beta_3X_3 \) becomes:

\[ Y= 0.252+ 0.651X_1 + 0.093X_2 + 0.171X_3 \]

Where \( Y \) is the dependent variable strategic implementation

\( X_1 \) – Financial Benefit

\( X_2 \) – Retirement Benefit

\( X_3 \) – Social Benefit

The regression equation illustrated in Table 4.19 has established that taking all factors into account (financial benefits, retirement benefits social benefits) all other factors held constant employee satisfaction increased 0.252. Findings also showed that with all other variables held at zero, a unit change in financial benefit would lead to a 0.651 increase in employee satisfaction, and a unit change in retirement benefit would lead to 0.093 increase in employee satisfaction. Moreover, the study also showed that a unit change in social benefit would result in 0.171 increase in employee satisfaction. All variables were significant \( (p>0.05) \), therefore in the equation there was a strong positive relationship between financial benefits, social benefits and employee satisfaction and a weak significant relationship between retirement benefit and employee satisfaction.
4.8 Chapter Summary

This chapter has presented results and findings of the study. The first section analyzed demography, the second section analyzed effect of financial benefits on employee satisfaction, the third section discussed effect of retirement related benefits on employee satisfaction, the fourth section discussed effect of social benefits on employee satisfaction and the sixth section analyzed employee satisfaction discussed. The next chapter discusses the findings, conclusions, and recommendations.
CHAPTER FIVE

5.0 DISCUSSION CONCLUSION AND RECOMMENDATION

5.1 Introduction

This section analysed findings obtained from the study. This was done by comparing and contrasting with previous literature related to employee satisfaction. The chapter was organized based on the specific research questions which sought to establish how financial benefits, retirement benefits and social benefits affected employee satisfaction at five-star hotels in Nairobi.

5.2 Summary of the study

The purpose of this study was to investigate the influence of employee benefits on the employee satisfaction; a case of five-star hotels in Nairobi, Kenya. The study was guided by the following research questions: What is the influence of financial benefits on employee satisfaction in five-star hotels in Nairobi? What is the influence of retirement related benefits on employee satisfaction in five-star hotels in Nairobi? and What is the influence of health benefits on employee satisfaction in five-star hotels in Nairobi?

A descriptive research design was used in the study. The target population of the study was 1824 employees of five-star hotels in Nairobi. Stratified random sampling was used to determine the sample size. Primary data was collected using a structured questionnaire. Statistical Package for Social Sciences (SPSS V 22.0.0.0) software was used to clean, edit and code data collected from the field and to ensure good quality of the data. Cronbach Alpha was also used to determine reliability of the questionnaire. Inferential statistics was done using correlation and regression analysis was done to determine the relationship between dependent and independent variables. Findings revealed that there was a positive relationship between financial benefits, social benefits, and retirement benefit and employee satisfaction.

The first objective set to establish the influence of financial benefit on employee satisfaction. It was established that financial benefits such as allowances increase employee satisfaction, my organization my organization offers cafeteria plan or meal allowances, bonuses should be offered based on individual performance providing allowances shows recognition of the worker's value and the lack of bonuses is a common
cause of employee turnover. However, respondents disagreed that the organization offers housing allowances, allowances should be based on demographic factors such as age and gender, and team-based bonuses are better than individual bonuses because they increase team cooperation and cohesiveness. Respondents could not reached an agreement on Employee Assistance Programs increases ability to focus on the job, the use of Employee Assistance Programs increases employee satisfaction.

The second objective set to establish the influence of retirement benefit on employee satisfaction. Findings revealed that employee remuneration is not just about salaries but is also concerned with long term benefits such as pension, pension can enhance employee satisfaction and productivity, attractive pension schemes attract high quality workers since they maintain competitive levels of total remuneration, Social Security benefits are a viable strategy for increasing employee satisfaction and loyalty and employees considered that severance pay increases employee satisfaction employee. However, respondents could not reach an agreement on my pension is funded entirely by my organization, my organization contributes to my social security through the National Social Security Fund, employee response to variation in pension is influenced by peers. Respondents disagreed that they use a private social security scheme in addition to NSSF, their organization offers severance pay to employees who are laid off involuntarily, workers tend to claim for Social Security at earlier ages and finally employees also disagreed that severance pay is given in addition to pensions or unemployment insurance.

The third objective set to establish the influence of social benefits on employee satisfaction. Findings revealed that Paid time off contributes to employee satisfaction in the organization is the major factor affecting employees social benefits, having flexible work schedules increases employee satisfaction and productivity, Social benefits packages affects employees’ commitment, productivity and job satisfaction in the organization, leave benefit increases employee satisfaction, family-friendly benefits increase employee satisfaction, employees also agreed that leave allows for personal rest and social activities, and finally the results shows that employees are overall satisfied with their employee benefits. However, respondents could not reach an agreement on the fact that work overload causes stress, the organization offers annual, maternity, paternity and sick leave. Finally, respondents disagreed that family-friendly benefits are more desirable to women than men, organization offers compensation for work related injuries and also
employees disagree that organization offers health insurance or any other life insurance plan.

5.3 Discussion

5.3.1 Influence of Financial Services Benefits on Employee Satisfaction

The findings revealed that financial benefits such as allowances increase employee satisfaction, in line with the study done by Haider, Aamir and Hashim (2015) who advocated for the use of financial benefits to foster employees satisfaction. According to Lee (2016) the use of financial services benefits can be used for an organization to stand out as a top employer. This action could also have the dual impact of increasing engagement and satisfaction among employees.

Findings revealed that organization offers cafeteria plan or meal allowances. This is in line with the study done by to Hina, Zamir, and Nudrat (2014) states that allowances are given to retain the best talent in the organization and should scale as per the position of the employee in the organization. In addition, special allowances such as overtime, house allowances, phone allowances, meals, commissions and travel allowances are related to employee productivity.

The findings revealed that providing allowances shows recognition of the worker's value. This is in line with a study done by Dessler, (2013) who revealed that an organization can motivate an employee to increase productivity by providing opportunities for career development through house, loans and executive perquisites. At the same time, the organization will have shown recognition of the worker's value and aspiration leading to employee satisfaction.

The findings revealed that lack of bonuses is a common cause of employee turnover. This is in line with the study findings which indicates that an organization can also reduce unwanted employee turnover and related recruiting, hiring, and training costs by shifting these costs from developing new employees to retaining experienced employees through employee benefits such as allowances (Rozkwitalska, 2017). Finding also revealed that bonuses should be offered based on individual performance. In contrast to this According to Anik, Aknin, Norton, Dunn, and Quoidbach (2013) if benefits such as large bonuses are based on individual performance, they are often surprisingly ineffective in increasing
employee satisfaction and productivity. Rewarding individual employees can produce negative outcomes by eroding workplace cohesions employees become reluctant to share information with others even at the expense of reduced output.

Findings revealed that respondents disagreed that organization offers housing allowances. In contrast to this statement based on Gupta (2014) key employee allowance benefits include house rent allowance, travel allowance and any other special allowances given at a regular interval at a definite time by the organization. According to the author, organizations provide house rent allowance by either providing accommodation to its employees or allocating house rent allowances to its employees as part of their pay to provide them social security and motivate them to work.

Findings revealed that respondents disagreed that allowances should be based on demographic factors such as age and gender. This is in contrast to a study done by Millán, Hessels, Thurik, & Aguado, (2013) who revealed that efforts aimed at achieving employee satisfaction through allowances must be based on demographic factors such as age and gender and insist that people who are satisfied with their work perform better and results from previous studies suggest both a direct and an indirect link between job satisfaction and organizational performance.

Findings revealed that respondents disagreed with the statement team-based bonuses are better than individual bonuses because they increase team cooperation and cohesiveness revealed that most respondents disagreed. This is in contrast to a research done by Schoenherr, (2016) who stated that increased cooperation due to interdependent rewards has been shown to improve team performance suggesting that team-based bonuses may be an effective means of improving employee social life. However, the authors warn that as with individual-based bonuses, team-based bonuses offer significant advantages but also potential drawbacks such as free riding, motivational loss due to the perception of inequity and sub optimization of team goals.

5.3.2 Influence of Retirement Benefits on Employee Satisfaction

Findings revealed that respondents strongly agreed that employee remuneration is not just about salaries but is also concerned with long-germ benefits such as pension and pensions can enhance employee satisfaction. This is in line with the study findings which indicates
that employee remuneration is not just about wages and salaries but is also concerned with long term benefits such as pension. These long-term benefits are usually known as employee security benefits. Retirement plans in addition to being tax-advantaged means of accumulating retirement income, it also can enhance productivity. Pensions strongly influence workers behaviour, encouraging older workers to retire on a timely basis and giving younger workers a compelling reason to continue working for their employer (Vries, et al., 2016).

Findings revealed that attractive pension schemes attract high quality workers and enhances employee’s productivity and satisfaction. In support to this statement according to Ojwala (2016) and Solem, Syse, Furunes, Mykletun, De Lange, Schaufeli, and Ilmarinen, (2016) attractive pension schemes attract and retain high-quality workers since they maintain competitive levels of total remuneration in addition, retirement plans affected employee satisfaction and retention decision.

According to Mitchell and Piggott, (2016) empirical evidence indicates that pensions influence the type of worker a firm attracts and can help an employer to attract workers who exhibit desirable behavior patterns. While the productivity effects have been associated mostly with defined benefit plans, pension plans show similar effects in shaping workers' behavior.

Findings revealed that respondents agreed that social security benefits are a viable strategy for increasing employee satisfaction and loyalty. This is in line with Ko and Hur (2014) and Kehoe and Wright (2013) traditional benefits have a significant influence on employees' job satisfaction and turnover intention. Traditional benefits create obligations for employees to reciprocate in positive and beneficial ways leading to employees' positive job satisfaction and reduction of turnover intention. Findings revealed that respondents agreed that severance pay increases employee satisfaction and employee remuneration is not just about salaries but is also concerned with long term benefits such as pension. This is in line with Rieu, and Kamara, (2016) fringe benefits are rewards that satisfy employees' needs thus enhancing their commitment at workplace. Employee remuneration is not just about wages and salaries it is also concerned with long term benefits such as pension (Vries, et al., 2016).
Findings revealed that respondents did not reach agreement that the organization fund employee pension plan. According to the research done by Tetteh (2014) pension plans act as a source of income to people who have retired and can be funded entirely by the organization or jointly by the organization and the employee during the time of employment.

Findings revealed that respondents did not reach an agreement on their organization contributes to their social security through the National Social Security Fund. According to Otonde and Gloria, (2014) most organizations offer plans to provide supplementary income to employees after they retire in addition to the legal requirement to make contributions to the National Social Security Fund (NSSF).

Findings revealed that respondents did not reach agreement that employee response to variation in pension is influenced by peers. According to a research done by Chalmers, Johnson, and Reuter, (2014) concluded that employees’ response to variation in their retirement incentives is consistent with peer effects. Besides, when coworkers have similar incentives, employees show a keen interest in retirement incentives.

Findings revealed that respondents disagree on organization offers severance pay to employees who are laid off involuntarily and severance pay is given in addition to pensions or unemployment insurance. This in contrary with to Boeri, Garibaldi and Moen, (2017) who suggests that employers often offer a special kind of unemployment benefits such as severance pay with the intention to preserve the dignity of employees who are involuntary terminated.

Findings also revealed that respondents disagreed on workers tend to claim for Social Security at earlier ages and. This is contrary to Gustman, and Steinmeier, (2015) that there is a small but significant tendency for workers to plan for claiming Social Security at earlier retirement ages. The most vulnerable workers to possible increases in Social Security eligibility age are the ones with poor health circumstances or the people who have lower educational attainment.

Findings reveals that respondents disagree on the use of private social security scheme in addition to NSSF. This is in partial agreement with the fact that in the public sector every employer is required by the Kenyan employment Act to deduct part of the employee's
salary and remit it to the national pension scheme run by the National Social Security Fund (Employment Act, 2007). However, according to the Retirement Benefits Authority in addition to public-sector pension schemes, Kenya has 1,232 retirement schemes run by fund managers (Künzler, 2016). Most of these schemes are organized by companies for their employees or by Savings and Credit Co-operative Societies; however, there are also schemes for individuals that are generally established by private insurance companies. Some of the schemes run by private companies target the middle classes, who strongly mistrust the public NSSF and have a strong preference for private insurance companies (Victoria & Olukuru, 2014).

Findings revealed that respondents disagreed on severance pay is given in addition to pensions or unemployment insurance. According to Parsons, (2016) severance pay or package should not be confused with other unemployment benefits such as pensions or unemployment insurance. Severance pay is the payment given in addition to pensions or unemployment insurance.

5.3.2 Influence of Social Benefits on Employee Satisfaction

Findings revealed that social benefits packages affect employees’ commitment, productivity and job satisfaction. This is in agreement with a research done by Olubusayo, Stephen, and Maxwell (2014) poor social benefits packages are a major factor affecting employees’ commitment and productivity. It was recommended that employees must be motivated through adequate incentives plans such as paid time off work to increase their job satisfaction thereby promoting organizational productivity.

Findings revealed that family-friendly benefits, leave benefit increase employee satisfaction and paid time off contributes to employee satisfaction in the organization. This is in line with research done by Haider (2015) and Anitha, (2014) which revealed that leave benefit enhances employees job satisfaction, commitment and performance. In addition, organizations should understand employees’ social needs such as paid time off to spend with family and friends. This can cultivate the employee loyalty towards the organization (De Gieter & Hofmans, 2015). Finding revealed that respondents agreed that leave allows for personal rest and social activities and flexible work schedules increases employee satisfaction and productivity. According to Chepkwony and Oloko (2014) organizations offer different kinds of leaves to employees who have worked with an
employer for two consecutive months, in this case, employees will be entitled to at least seven days of sick leave with full pay.

Flexible work hours are designed by managers to increase employee morale in a competitive business environment and enables individuals to coordinate work responsibilities and expectations to their work-family domains (Ngari & Mukururi, 2014). Cahill, et al., (2015) flexible work schedules influences provide insights into employee satisfaction and retention strategies.

Finds revealed that respondents disagreed on family-friendly benefits are more desirable to women than men. These findings significantly differ from previous results reported in the literature. According to Yadav and Dabhade, (2014) work life balance for women employees is highly desirable and if there is no job satisfaction and consistency in life, it can create a dilemma for working women. Therefore, it can be said that work life balance requires attaining equilibrium between professional and personal work, so it reduces friction between official and domestic life.

Findings revealed that respondents disagreed on the organization offers health insurance or any other life insurance plan and organization offers compensation for work related injuries. This is This lends support to Anitha (2014) states that some organizations offer health insurance and life insurance to the employees. The types of benefits offered at a particular organization, are usually chosen based on cost, industry trends, and the culture of the organization (Ko Hur, (2014).

The Kenya Work Injury Benefits Act, No. 15 (2007), provides for compensation to employees for work related injuries and diseases contracted in the course of their employment and for connected purposes. Under the right to compensation (Part III) of Work Injury Benefits Act, an employee who is involved in an accident resulting in the employee’s disablement subject to the provisions of this Act, is entitled to the benefits provided for under this Act.
5.4 Conclusion

5.4.1 Influence of Financial Services Benefits on Employee Satisfaction

Based on the findings it can be concluded that is clearly evident that five-star hotels in Nairobi use various forms of employee financial benefits such as allowances as a recognition strategy to show the value of employee at work.

The study concludes that financial benefits influence job satisfaction to a great extent therefore it plays a critical role in the hotel organization. Also, it can be concluded that bonus should be offered based on individual performance rather than team-based bonuses hence influencing employee satisfaction, but the lack of bonuses influences will lead to employee turnover. It can also be concluded that in five-stars hotels allowances should not be based on demographic factors such as age and gender.

5.4.2 Influence of Retirement Benefits on Employee Satisfaction

The five-star hotels study further concludes that retirement benefits also influence positively employees satisfaction. Offering a retirement plan can contribute the hotel business to retain employees. Retirement elements such as fund employee pension plans and the use of attractive pension schemes attracts qualified workers and also enhance employee satisfaction and productivity. In addition, use of severance pay and social security benefits increases employee satisfaction and loyalty. On the other hand, from the study it can be concluded that employees who are Involuntary laid off are not paid severance pay and workers do not claim Social Security at earlier age.

5.4.3 Influence of Social Benefits on Employee Satisfaction

From the study, it also can be concluded that social benefits influence employee satisfaction by a very great extent. Family-friendly benefits packages, paid time off leave benefit and flexible work schedules affects employees’ commitment, productivity and job satisfaction. Employees considered that leave allows benefits will contribute for personal rest and social activities therefore will increase their job satisfaction. Finally, it was concluded that the organization does not offer employees with a private health insurance or any other private life insurance plan.
5.5 Recommendation

5.5.1 Recommendation for improvement

5.5.1.1 Influence of Financial Services Benefits on Employee Satisfaction

The results showed that in the five-star hotels, employees clearly considered that financial benefits such as allowances and individual bonuses will increase their employee satisfaction. Therefore, in order to increase employees satisfaction, it is recommended that five-star hotels should offer employees with allowances such as transport benefits, house allowance, cafeteria benefits, bonuses, paid time off and performance appraisal benefits. Researcher also recommends that the bonuses should be based on individual rather than team cooperation performance.

5.5.1.2 Influence of Retirement Benefits on Employee Satisfaction

The study recommends for five-star hotels should put more emphasis not only on salaries but also on retirement benefits such as pension and gratuities. Pension not only can contribute to enhance employee satisfaction and productivity but also to attract high quality workers. It is further recommended that five star hotels should offer employee with accident disability retirement, early retirement plan, profit sharing plans and gratuities. Gratuities are more flexible than pensions the deductions are more easily to be made from employees salaries with the possibility to move into pension scheme later. In addition, it is also recommended to provide employees severance pay to increase their satisfaction.

5.5.1.3 Influence of Social Benefits on Employee Satisfaction

Social fringe benefits such as paid time off and having flexible work schedules contributes significantly to increase employees satisfaction. Five-star hotels have to be able to identify such needs and provide such social benefits.

The researcher therefore recommend that five-star hotels should make an effort to find out the way to improve social fringe benefits in order to increase employee satisfaction. It will be also recommended to offer a minimal health and life insurance benefit for employees. Health insurance benefits seen as social benefits are important and valued for most of employees. Retention, attraction and productivity are some of the reason to be implemented. Also, five- star hotels should offer its employee’s, recreational benefits and reintegration programs hence increase employee satisfaction and commitment.
5.5.2 Recommendation for further studies

The hospitality industry is a growing industry in Kenya and the country is one of the top five growing economies in Africa, several hotel chains have already been open-end in Nairobi in the course of the year. The hospitality industry is grabbing a biggest share of the market, giving a wide variety of options to Kenyan population to be employees in this hospitality industry therefore it is important to explore more about fringe benefits offered to the employees for this particular sector. This study only focused on influence of employee benefits on employee satisfaction. Therefore, more research needs to be done to determine other employee benefits that affect employee satisfaction. The study should also be conducted in other organizations specially the ones related with the service industry.
REFERENCES


Ebrahim, S. (2015). *The causes of high staff turnover within selected hotels in Cape Town, South Africa* (Doctoral dissertation, Cape Peninsula University of Technology).


between work-family balance, employee well-being and job performance. 
*Academia Revista Latinoamericana de Administración, 30*(1), 40-58.


APPENDIX I: QUESTIONNAIRE
INFLUENCE OF EMPLOYEE BENEFITS ON EMPLOYEE SATISFACTION

This questionnaire assists in data collection for academic purpose. The research intends to give an analysis of the effect of financial benefits, retirement related benefits and social benefits on employee satisfaction. All information obtained will be handled with high level of confidentiality. Please do not incorporate identification or names in this questionnaire. 

*Please answer every question by using either a cross (x) or tick (√) in the option that applies.*

SECTION A: RESPONDENT’S PROFILE

Please tick the most appropriate answer (√/x)

1. Age
   - 25 and below [ ]
   - 26-30yrs [ ]
   - 31-35yrs [ ]
   - 36-39yrs [ ]
   - 40yrs and above [ ]

2. Gender: Male [ ] Female [ ]

3. Marital status: Married [ ] Single [ ] Widowed [ ] Divorced [ ]

4. Do you have dependants (children)?
   - Yes [ ] No [ ]

5. Which is your highest education level?
   - Certificate [ ] Diploma [ ] Degree [ ] Masters [ ] PhD [ ]

6. What is your job title ________________________________

7. How long have you been working in the organization?
   - Less than 1 year [ ]
   - 1-2 years [ ]
   - 3-5 years [ ]
   - 6-10 years [ ]
   - More than 10 years [ ]

8. Which department of the organization do you work in?
   - Front Office department [ ]
   - Accounting department [ ]
   - Marketing department [ ]
   - Human Resource department [ ]
   - House Keeping department [ ]
   - Engineering/Maintenance [ ]
   - Security department [ ]
   - Food and Beverages department [ ]
SECTION B: EFFECT OF FINANCIAL BENEFITS ON EMPLOYEE SATISFACTION

Please indicate your opinion as per the level of disagreement or agreement with the outline statement using the provided scale guidelines.

SA= Strongly Agree, A= Agree, N= Neutral, D=Disagree, SD= Strongly Disagree

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<th>SA</th>
<th>A</th>
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<tr>
<td>1. My organization offers housing allowances.</td>
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<tr>
<td>2. My organization offers cafeteria plan or meal allowances</td>
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<td>3. Allowances should be based on demographic factors such as age and gender.</td>
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<td>4. Financial benefits such as allowances increase employee satisfaction.</td>
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<td>5. Providing allowances shows recognition of the worker's value</td>
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<td>6. Bonuses should be offered based on individual performance</td>
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<td>7. Team-based bonuses are better than individual bonuses because they increase team cooperation and cohesiveness</td>
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<td>8. Lack of bonuses is a common cause of employee turnover</td>
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<td>9. Employee Assistance Programs increases ability to focus on the job.</td>
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<td>10. The use of Employee Assistance Programs increases employee satisfaction.</td>
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11. What other financial employee benefits do you suggest to your employer?
SECTION C: EFFECT OF RETIREMENT RELATED BENEFITS ON EMPLOYEE SATISFACTION

Please indicate your opinion as per the level of disagreement or agreement with the outline statement using the provided scale guidelines.

SA= Strongly Agree, A= Agree, N= Neutral, D=Disagree, SD= Strongly Disagree

<table>
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<tr>
<th></th>
<th>PENSION FUNDS</th>
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<tbody>
<tr>
<td>1.</td>
<td>Employee remuneration is not just about salaries but is also concerned with long term benefits such as pension</td>
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<td>4</td>
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<td>2.</td>
<td>Employee response to variation in pension is influenced by peers</td>
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<td>3.</td>
<td>My pension plan is funded entirely by my organization</td>
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<td>4.</td>
<td>Pension can enhance employee satisfaction and productivity</td>
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<td>5.</td>
<td>Attractive pension schemes attract high quality workers since they maintain competitive levels of total remuneration</td>
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<td>4</td>
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<td>6.</td>
<td>Workers tend to claim for Social Security at earlier ages</td>
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<td>7.</td>
<td>My organization contributes to my social security through the National Social Security Fund (NSSF)</td>
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<td>4</td>
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<td>8.</td>
<td>I use a private social security scheme in addition to NSSF</td>
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<td>9.</td>
<td>Social security benefits are a viable strategy for increasing employee satisfaction and loyalty</td>
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<td>10.</td>
<td>Severance pay is given in addition to pensions or unemployment insurance</td>
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<td>4</td>
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<td>11.</td>
<td>My organization offers severance pay to employees who are laid off involuntarily</td>
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<td>12.</td>
<td>Severance pay increases employee satisfaction</td>
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<td>13.</td>
<td>What other retirement related benefits would increase your employee satisfaction level?</td>
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**SECTION D: EFFECT OF SOCIAL BENEFITS ON EMPLOYEE SATISFACTION**

Please indicate your opinion as per the level of disagreement or agreement with the outline statement using the provided scale guidelines.

*SA= Strongly Agree, A= Agree, N= Neutral, D=Disagree, SD= Strongly Disagree*

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<tr>
<th>LEAVE</th>
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<th>A</th>
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<tbody>
<tr>
<td>1. Paid time off contributes to employee satisfaction in the organization</td>
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<td>2. My organization offers annual, maternity, paternity and sick leave</td>
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<td>3. Leave allows for personal rest and social activities</td>
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<td>4. Leave benefit increases employee satisfaction</td>
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<td>5. Work overload causes stress</td>
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<td>6. Having flexible work schedules increases employee satisfaction and productivity</td>
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<td>7. Family-friendly benefits increase employee satisfaction</td>
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<td>8. Family-friendly benefits are more desirable to women than men</td>
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<td>9. My organization offers health insurance or any other life insurance plan.</td>
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<td>10. My organization offers compensation for work related injuries</td>
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<tr>
<td>11. Social benefits packages are a major factor affecting employees’ commitment, productivity and job satisfaction</td>
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<td>12. I’m overall satisfied with my employee benefits</td>
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14. What other social benefits do you recommend to your employer?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
SECTION E: OVERALL LEVEL OF EMPLOYEE SATISFACTION

Please indicate your opinion as per the level of disagreement or agreement with the outline statement using the provided scale guidelines.

SA= Strongly Agree, A= Agree, N= Neutral, D=Disagree, SD= Strongly Disagree

<table>
<thead>
<tr>
<th>Level of Employee Satisfaction</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Do you love your job?</td>
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<td>2. Do you feel this is a positive place to work?</td>
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<td>3. Do you feel that you are fairly compensated for your work?</td>
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<td>4. Do you feel supported in your role?</td>
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</tbody>
</table>

THANK YOU FOR YOUR PARTICIPATION