

EFFECT OF RETIREMENT BENEFITS ON EMPLOYEE PERFORMANCE AT LAKE BASIN DEVELOPMENT AUTHORITY, KENYA

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Abstract: *This study investigates the impact of employee benefits administration, specifically retirement benefits, on employee performance at the Lake Basin Development Authority (LBDA) in Kenya. Employee benefits, including non-cash and cash bonuses, are crucial in motivating employees, enhancing retention, and improving performance. Despite implementing reviewed salary rates and allowances per the Salaries and Remuneration Commission (SRC) recommendations, LBDA has faced challenges with employee performance. The study aims to fill the gap in understanding the relationship between retirement benefits and employee performance within public institutions. Using a descriptive research design, the study targeted all 139 employees of LBDA. Data were collected through structured questionnaires, interviews, and document analysis, with a response rate of 73.4%. Multiple regression and correlation analyses were employed to examine the relationship between retirement benefits and employee performance. Findings indicate a significant positive relationship between retirement benefits and employee performance. The regression model shows that retirement benefits explain 14.0% of the variance in employee performance, with an R-squared value of 0.140. The ANOVA results confirm the model's reliability ($F(1, 101) = 16.261, p = 0.000$). The study concludes that enhancing retirement benefits positively impacts employee performance at LBDA, suggesting that public institutions can improve performance by effectively managing employee benefits. These findings provide valuable insights for governmental institutions seeking to optimize employee performance through strategic benefits administration, highlighting the importance of retirement benefits in boosting employee commitment and productivity.*

Keywords: *debt management, employee performance, employee benefits administration, retirement benefits*

1. Introduction

Although employee performance is an important element of an organization, poor performance is prevalent in many public organizations (Shah, Ali, & Ali, 2015), hence elements that influence high performance, such as employee benefits, must be explored by the organizations. Employee benefits administration comprise of additional kinds of cash and non-cash payments that are aimed at motivating employees in so as to increase their commitment and performance (Amah & Ahiauzu, 2013). A good employee benefits administration enhances retirement and retention of employees with increased involvement (Held, 2016). Employee benefits are categorized into “non-cash or cash bonuses” that employees receive from the employer together with the basic salary or wages (Merhar, 2020:9). They include among other things, “health insurance, life insurance, paid leave, flexible work hours, and workplace incentives like on-site snacks and meals”.

According to Lee and Raxhke (2016) an organization does not have a good employee benefits administration, this can hinder the organization from achieving its goals, since the employees are crucial for the success of any company. Employees are a resource that contribute to employee performance in today's competitive business environment (Lee & Raxhke, 2016). Holding the same view is Needham (2018), who observed that most organizations have realized the importance of employee benefits in influencing individual employee performance and as a result he came up with four categories of employee benefits which are medical scheme, life assurance covers, disability covers and retirement plans. He, however, argued that these are not the only categories even though they appear to be the most favored benefits. This study considers the following aspects of employee benefit administration, namely, retirement benefit, insurance benefit, and incentives.

Fapohunda (2013) describes retirement benefit as funds meant for retirees as source of income at their retirement. The retirement benefit guarantees the retiree regular income when out of active employment so that he or she is not stranded financially (Fapohunda, 2013). Different employers administer different forms of retirement benefit. United States of America Department of Labour has classified employee retirement benefit into defined retirement benefit plan and defined contribution benefit plans. Defined benefit plan, the state department, noted that it promises an employee a specified monthly pay at retirement. Pension fund under defined benefit plan is solely provided by the employer. Defined contribution benefit plan is similar to savings plan. Under this plan the amount payable to the employee is based on the accumulated investment earning on his/her account (Dublebohn & Pichler, 2009).

Employee retirement benefits are additional compensation or rewards employees get to complement their salary including "insurance, education funds, retirement benefits, vacation, and sick leaves" (Siyal & Garavan, 2020). Others include "insurance for employees', compensation for temporary disability; insurance cover with retirement plans; benefits are offered for individual loss exposures such as old age, dental costs, death, legal fees, and income for disability", among others (Shafi, 2022:3443). According to Bryant and Allen, (2013) organizations that invest in retirement and stock ownership plans have registered higher rates of employee retention. This is also supported by (Fiiwe, 2020; Tonye & Bolouimbelemoere, 2023) who found that retirement benefits positively impacts employee performance.

In Kenya the Lake Basin Development Authority (LBDA) was formed by an Act of Parliament (Cap 442) on the 31st of August 1979 as an agency to provide meaningful and co-coordinated development in the Lake Victoria basin. LBDA was established to spur socio-economic development and enhance regional development for sustainable exploitation and management of natural resources through strategic management of development projects and programs around the Lake Victoria basin. This was due to the need to spur regional development by effectively exploiting and managing of the natural resources within the lake basin for improved socio-economic development and transformation (LBDA Act, 1979). LBDA has over Two Hundred and fifty-four (254) employees spread in eight counties in former Western, Nyanza and Rift valley provinces.

2. Statement of the problem

LBDA being a public institution is restricted by law to only offer benefits that are consistent with the recommendations of the Salaries and Remuneration Commission (SRC) that hinders it to offer effective non-financial incentive to the employees. LBDA aimed at improving the employee performance by implementing the reviewed SRC salaries rates and allowance in 2016 a move that only changed LBDA's employee satisfaction to 60% and dissatisfaction with emolument to 40% as per the report presented by Goodit International Limited in June 2016. Subsequent employee satisfaction survey report presented by Apex

Management Systems in June 2017 placed employee satisfaction at 65% and emolument ranking at 35%. However, findings in the Periodical employee satisfaction surveys and performance evaluation reports of 2018/2019 and 2019/2020 showed that employee performance was still low even after the full implementation of SRC compensation structure. Additionally, several reviewed studies done globally, regionally and nationally have mainly been descriptive research methodology with limited establishment of the benefit administration on the employee performance which makes the current study relevant. There is little known about how retirement benefit, insurance benefits and incentives relate with employee performance. It was therefore imperative to examine how employee benefit administration affect employee performance, especially in government corporations. The current study seeks to generate additional knowledge regarding this field of study. This would help governmental institutions to reap full potential of employees through administration of employee benefits.

3. Study objectives

This study was guided by a general objective to examine how employee benefits administration affected employee performance with a specific objective of determining the effect of retirement benefits on employee performance at LBDA.

The study was thus guided by the following Null Hypotheses;

H₀₁: There is no statistically significant effect of retirement benefits on employee performance at LBDA

4. Empirical review

Cho and Kim (2016) in a study titled “Impact of Retirement System on Job Satisfaction and Loyalty: A Case of the Salary Peak System” sought to analyze how monetary variables affected non-monetary variables, as well as how employee attitudes affected job performance, and consequently, the effect of job performance on employee satisfaction and employee loyalty. The method of study was a survey and utilized both descriptive and statistical analysis. Primary data was gathered using online questionnaire from 132 participants. The study recorded the following findings: Attitude toward changes in non-monetary factors was found to be negative; monetary factors were found to be more significant in determining attitudes toward the salary peak system, compared to non-monetary factors. The study indicated that motivation, job satisfaction and loyalty to the Salary Peak System decreased. The study also revealed increased worker’s intention to quit. The study focused only on how retirement systems affected job satisfaction and loyalty, while the current study widens the conceptual scope to include retirement benefits, insurance benefits, and incentives. The current study has used more than one method including questionnaire, interview schedule, and document analysis to collect data, therefore providing a more comprehensive result.

A study conducted by Dugguh and Iliya (2018) found that retirement schemes are significant in boosting the performance of their employees in private sector organizations in Nigeria. The study was premised on productivity theory of pension and theory of contribution. Cross sectional, quantitative research method was used. Structured questionnaire gathered primary data. Data analysis was by descriptive statistics and regression analysis. Analytically, the study was geographically restricted to Nigeria’s private sector which were profit-making organizations. Nigeria’s private sector is diverse and obviously has varying retirement plans which the study was not cognizant about. It also focused on the retirement benefits and failed to capture other vital incentives that makes the current study relevant. Additionally, it only focused on the employer funded

retirement plan while the current study focused on the contributory plan where both the employers and employees contributed creation percentages towards the plan.

The study by Fiiwe (2020) evaluated the welfare packages offered to retirees in Nigeria. It was a case study, descriptive survey. Primary data was gathered from 90 respondents who were sampled using purposive sampling technique. The theories used were Deferred Wage Theory and The Burges’s Activity Theory. The study results showed that old welfare schemes had many weaknesses compared to the newly introduced schemes. The new pension schemes had only limited benefits for the retirees, as it did not cover health insurance and entrepreneurial scheme post retirement. The gaps identified were conceptual as the study focused on organizational performance. The study was conducted in the Nigerian context, which is not Kenyan. This study sought to fill the gap by studying how employee benefits affected employee performance in the Kenyan context.

Kotun et al., (2016) conducted a critical analysis of contributory pension scheme for public civil servants. The study also assessed how contributory pension scheme contributed to productivity of public servants, and the welfare of pensioners in Lagos, Nigeria. Field survey and personal interviews gathered data from sample size of 120 participants. The sample was selected by simple random sampling method. Descriptive and regression statistics were used to analyze data using SPSS version 21. Retirement package was found to have a positive and significant relationship with employees’ productivity and organization’s efficiency. Contributory pension scheme (CPS) has more advantage than defined benefits pension scheme (DBPS). The gaps identified were conceptual, contextual, and methodological as the study focused only on contributory pension scheme and employee productivity in the Nigerian context. The study intended to fill the gaps by studying the effect of employee benefits on employee performance in the Kenyan context.

5. Research methodology

The study adopted a descriptive research design which was considered suitable for the study since it answered the “what, when, where, and how” questions. The target population is described as all characteristics bearing observable characteristics that were valuable in the research (Saunders et al., 2018). For this study, the target population was all the 139 employees of Lake Basin Development Authority as shown in table 1.

Table 1: Population Distribution

Category	Target Population (N)	Sample Size (n)	Proportion of the Population (100%)
Managing Director	1	1	1
Chief Managers	3	3	2
Managers	12	12	9
Senior Officers	30	30	21
Officers	58	58	42
Assistants	30	30	21
Support Staff	5	5	4
Total	139	139	100

Source: (LBDA Administration and Human Resource Department, 2018)

Purposive sampling techniques was used for Managing Director, Chief Managers and Managers because the researcher required specific information from them regarding employee benefits, as they are the ones

implementing the decisions of the Board of Directors. The questionnaires sent out were 139 of which 102 were returned and used for data analysis. This provides a response rate of 73.4 percent, which is acceptable.

Structured questionnaire and interviews gathered primary data, while document analysis including published books, journals, and relevant internet sources, provided secondary data. As suggested by Creswell (2014), multiple regression model and correlation coefficient model were used to examine the relationship between retirement benefits (predictor variables) and employee performance (outcome variable).

The regression model that was used in the study is:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon \quad \text{Equation (1)}$$

Where;

Y= Employee Performance; β_0 = constant; β_1 is the coefficient of independent variable ; ε = the error terms.

6. Study findings

The study objective determined how retirement benefits affected performance of employee at LBDA. To address that the participants responded to the statements related to retirement benefits: As to whether social security fund has increased employee loyalty at LBDA, the majority of the respondents 38.2% agreed; followed by (25.5%) who strongly agreed; then (22.5%) of the participants not sure; (8.8%) disagreed, (4.9%) strongly disagreed. The mean of 3.71 (SD=1.095) indicate that social security fund increased employee loyalty in the organization; As to whether provident fund has reduced worry after retirement, majority strongly (38.2), agreed (32.4), not sure (18.6), disagreed (6.9), strongly disagreed (3.9). Mean of 3.94 (SD=1.097), showed that most of the participants agreed that provident fund has reduced worry about one's family security after retirement; As to whether the organization has a well-designed retirement benefit scheme, (33.3%) strongly agreed, same as (33.3%) who agreed, followed by (22.5%) who were not sure, (5.9%) disagreed, while were (4.9%) were not sure. A mean of 3.84 (SD=1.106) imply that majority believed that LBDA has a well-designed retirement benefit scheme. LBDA contributes to NSSF. Most of the participants (52.9) strongly agreed, followed by 18.6% who agreed, 17.6% were not sure, 5.9% disagreed, and 4.9% strongly disagreed. Mean 4.08 (SD=1.200) implies LBDA contributes to NSSF. The overall mean score of (M=3.89; SD=1.125) implies that retirement benefits affected performance of employees at LBDA. Asked if social security fund has increased employee loyalty in the organization, majority (38.2%) strongly agreed, followed by 25.5% who agreed, then 22.5% who were not sure, 8.8% disagreed, and 4.9 strongly disagreed. The mean of 3.71 (SD=1.095) indicating that majority (48) agreed that social security fund has increased employee loyalty at LBDA; Asked if provident fund has reduced worry about one's family security after retirement, 38.2% strongly agreed, 32.4% agreed, 18.6% were no sure, 6.9% disagreed, while 3.9 strongly disagreed. The mean of 3.94 (SD=1.097) most of the respondents believed that the provident fund provided at LBDA, reduced worry about one's family security after retirement. As to whether LBDA has a well-designed retirement benefit scheme, 33.3% strongly agreed, same to 33.3% who agreed, 22.5% who were not sure, 4.9% disagreed, 5.9% strongly disagreed. A mean of 3.84 (1.106) show that majority agreed that LBDA has a well-designed retirement benefit scheme. Asked if

LBDA contributes to NSSF, they responded as follows 52.9% strongly agreed 18.6% agreed 17.6% not sure 4.9% disagreed, strongly disagreed 5.9%. Mean of 4.08 (SD=1.200) implies that majority were of the opinion that LBDA contributes to NSSF. The overall mean 3.90 (SD=1.125) implies that retirement benefits affects employee performance at the LBDA, Kisumu.

Table 2: Respondents' level of agreement with the statements on retirement benefits

Statements	S.D	DD	NS	A	S.A	Mean	Std. Dev
	%	%	%	%	%		
Social security fund has increased employee loyalty in the organization	4.9	8.8	22.5	38.2	25.5	3.71	1.095
Provident fund has reduced worry about one's family security after retirement	3.9	6.9	18.6	32.4	38.2	3.94	1.097
The organization has a well-designed retirement benefit scheme	4.9	5.9	22.5	33.3	33.3	3.84	1.106
LBDA contributes to NSSF	5.9	4.9	17.6	18.6	52.9	4.08	1.200
Overall mean (N = 102)						3.90	1.125

Source: Field data (2024)

The study also sought to examine the performance of employees at LBDA. They responded as follows: I always strive to meet annual targets for my department: majority 49.0% strongly agreed, followed by 41.2% who agreed, then 3.9% who were unsure, 2.0% disagreed, and 3.9% strongly disagreed. As implied by (M=4.29, SD=0.940), majority always strived to meet annual targets for their departments. I am committed to my work and as a result of that my attendance rate to work is above 75%: majority 51.0% strongly agreed, followed distantly by 29.4% who agreed, then followed by 7.8% who were not sure, 5.9% who strongly agreed, and 5.9% strongly disagreed. The mean of 4.14 (SD=1.161) implies that majority are committed to work, therefore they strive to achieve attendance rate above 75%: Customers response towards service delivery offered to them is always positive; 40.2% strongly agreed, 33.3% agreed, 11.8% disagreed, 9.8% not sure, 4.9% strongly disagreed. The mean of 3.92 (SD=1.191) suggested that majority believed that customers response towards service delivery offered to them was always positive: Management has always supported the employee creativity aimed at improving the quality of Authority's output (products/services); majority 39.2% strongly agreed, 30.4% agreed, a significant number 18.6% were not sure, 6.9% strongly disagreed, and 4.9% disagreed. Majority agreed that they were supported by management to be creative (M=3.90, SD=1.182): The benefits that LBDA administers have contributed to employee commitment that has enhanced employee attendance rate; majority 40.2% agreed, followed by 35.3% that strongly agreed, 11.8% were not sure, 5.9% strongly disagreed 6.9% disagreed: Majority agreed that the benefits they get form the employer contributes to their performance and attendance rate (M=3.92, SD=1.132): I have always taken personal responsibility whenever my output fails to meet our customers' expectation; majority 41.2% strongly agreed, followed by 30.4% who agreed, 15.7% not sure, 7.8% disagreed, 4.9% strongly disagreed: Majority take personal responsibility whenever their output fails to meet customers' expectation (M=3.95, SD=1.155): Departmental heads have always reviewed such targets that have proven to be hard to accomplish 35.3% strongly agreed, 32.4% agreed,

14.7% were not sure, 10.8% disagreed, and 6.9% strongly disagreed. The mean of 3.78 (SD=1.232) agreed that target to department had proven to be hard to achieve. Overall Authority's objectives are used to guide the targets that departments set; majority 38.2% agreed, followed by 34.3% strongly agreed, 11.8% were not sure, 9.8% disagreed, and 5.9% strongly disagreed. A mean of 3.85 (SD=1.172) implies that LBDA objectives were used to guide the target set by department. The overall mean 3.97 (SD=1.146) implies that employee benefit administration affect employee performance at LBDA.

Table 3: Respondents' Level of Agreement with Statements on Employee Performance (N=102)

Statements	SDD %	N %	A %	SA %	Mean	Std. Deviation
I always strive to meet annual targets for my department	3.9	2.0	3.9	41.2	4.29	.940
I am committed to my work and as a result of that my attendance rate to work is above 75%	5.9	5.9	7.8	29.4	5.14	1.161
Customers response towards service delivery offered to them is always positive	4.9	11.8	9.8	33.3	4.23	1.191
Management has always supported the employee creativity aimed at improving the quality of Authority's output (products/services)	6.9	4.9	18.6	30.4	3.92	1.182
The benefits that Authority administers have contributed to employee commitment that has enhanced employee attendance rate	5.9	6.9	11.8	40.2	3.33	1.132
I have always taken personal responsibility whenever my output fails to meet our customers' expectation	4.9	7.8	15.7	30.4	4.12	1.155
Departmental heads have always reviewed such targets that have proven to be hard to accomplish	6.9	10.8	14.7	32.4	3.37	1.232
Overall Authority's objectives are used to guide the targets that departments set	5.9	9.8	11.8	38.2	3.38	1.172
Overall mean					3.97	1.146

Source: Field data (2024)

Results of the Interviews

Question 1: How would you describe the retirement benefits that the Authority is currently offering to its employees?

They responded as follows:

“The employer contributes 20% of the employee’s basic salary, while the employee contributes 10% every month to the employees’ retirement benefits” (Chief Manager 1).

“It involves pooling resources from employees and employer to certified Retirement Benefits Authority” (Chief Manager 2).

Question 2: As to how the retirement benefits contributed to employee performance?

“Because their retirement benefit is guaranteed through the retirement packages, the employees are dedicated and committed to their work. This consequently leading to sustained and improved performance” (Chief Manager 2).

The second interviewee indicated his opinion as follows:

“Retirement benefits gives security to employees and it their performance improves, as they don’t have to engage in side hustles to secure their future” (Chief Manager 1).

7. Multicollinearity (VIF or Tolerance)

To detect collinearity, the VIF value was checked. As suggested by Table 4, when VIF is 10 or more, it shows that collinearity is high. But if it is lower than 10 and close to 1 that indicates collinearity. As shown in Table 4, VIF values are between 1 and 9, therefore there is multicollinearity (Ghozali, 2016).

Table 4: Multicollinearity

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	1.443	.321		4.495	.000		
	Retirement benefits	.094	.060	.145	1.565	.121	.746	1.340

a. Dependent Variable: Retirement benefits

From the Table 4, the constant term (intercept) is 1.443, which is the value of the dependent variable (Retirement benefits) when all independent variables are zero. The intercept is statistically significant ($p < 0.05$), indicating it is different from zero. The coefficient for Retirement benefits is 0.094, suggesting that for each unit increase in Retirement benefits, the dependent variable (also Retirement benefits) increases by 0.094 units. However, this coefficient is not statistically significant ($p > 0.05$), indicating that the effect of Retirement benefits on itself is not significantly different from zero. Tolerance is a measure of multicollinearity. A tolerance value close to 1 indicates low multicollinearity. Here, the tolerance value of 0.746 suggests there is not a serious multicollinearity problem.

8. Correlation Analysis

The correlation analysis in Table 5 was determined using Spearman’s Correlation. The Pearson correlation coefficient of 0.374 suggests a moderate positive relationship between Retirement benefits and Employee performance. This means that as Retirement benefits increase, Employee performance also tends to increase. The correlation is statistically significant ($p = 0.000$), implying that the likelihood of this relationship occurring by chance is very low. The sample size (N) for this analysis is 102, which is adequate for establishing a reliable correlation. Overall, the Table 5 indicates that there is a significant and moderate positive association between Retirement benefits and Employee performance. As Retirement benefits improve, Employee performance is likely to improve as well.

Table 5: Pearson Correlation

	Retirement benefits	Employee performance
Retirement benefit Pearson Correlation	1	.374**
Sig. (2-tailed)		.000
N	102	102

Source: Field data (2024)

Correlation value of the model was 0.374, depicting a moderate linear relationship between employee performance and retirement benefits. It implies that increase in retirement benefits leads to an increase in the employee performance. The goodness of fit (R^2) is 0.140 that imply that 14.0% of the change in the employee performance is can be accounted for by the retirement benefits, while 86% is accounted for by other factors not investigated in the study.

Table 6: Model summary

Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.374 ^a	.140	.131	.333

a. Predictors: (Constant), Retirement benefits

To establish the model’s strength, the ANOVA was carried out. As presented in Table 7, the F (1, 101) = 16.261, p = 0.000 indicating that the explanatory power of the independent variable is excellent. This demonstrates that the model is reliable. The F-value 16.261of ANOVA indicate that the value is significant with a probability value of 0.00 that is <0.05 significant level. It indicates therefore, the model was significant.

Table 7: ANOVA

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.806	1	1.806	16.261	.000 ^b
	Residual	11.105	100	.111		
	Total	12.911	101			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Retirement benefits

The study findings indicated the retirement benefits regression coefficient is positive and moderately significant with ($\beta = 0.374$, t-value =4.032, $P < 0.05$) in relationship with employee performance at LBDA, Kisumu. It does suggest that 1% percent increase in retirement benefits will increase employee performance by 37.4% at the LBDA. Therefore, hypothesis that H_{01} : There is no significant effect of retirement benefits on employee performance at LBDA, was rejected. The study findings support Dugguh and Iliya (2018) that

concluded that retirement plan significantly affects employee performance of private limited companies; Gbadago et al., (2017) conclusion that contribution to health and safety at the place of work affected performance of employees at the South Tongu; Kotun et al., (2016) conclusion that contribution to the pension scheme affected employees’ productivity in Lagos state government.

Table 8: Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.622	.229		11.471	.000
	Retirement benefits	.243	.060	.374	4.032	.000

a. Dependent Variable: Employee performance

9. Testing Hypothesis

Table 9 indicates that hypotheses **H₀₁** (p-value<0.05) were rejected.

Table 9: Summary of the Hypothesis Results

Objective Number	Objective	Hypothesis	Rule	p-value	Comment
One	To determine the effect of retirement benefits on employee performance at LBDA	There is no statistically significant effect of retirement benefits on employee performance in LBDA	Reject H₀₁ if p-value > 0.05 and accept H₁	p-value < 0.05	The null hypothesis was rejected, therefore, there is statistically significant effect of retirement benefits on employee performance in LBDA

10. Summary of findings

The study examined how retirement benefits, insurance benefits, and incentives affected the performance of employees at LBDA. The study objective examined how retirement benefits affected the performance employees at LBDA. The descriptive statistics revealed that retirement benefits affects employee performance at the LBDA, Kisumu. The study results indicated that there was moderate but insignificant and positive relationship between retirement benefits and employee performance at LBDA, Kisumu. Therefore, hypothesis **H₀₁** that there is no statistically significant effect of retirement benefits on employee performance at LBDA, was accepted.

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