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## Employee Pension Services and Employee Performance in Non-Governmental Organizations (NGOs) in Kenya: Moderating Effect of Top Management Commitment

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### **Abstract:**

*An organization's employee welfare policies, including employee pension services, are critical and essential to promote employee engagement or increase productivity. As a result, the main objectives of this study were to determine the relationship between employee pension services and employee performance and the influence of top management commitment in non-governmental organizations in Nairobi County, Kenya. The study included a cross-sectional survey approach, including combined qualitative and quantitative methods. The study's target population consisted of 14,323 NGO employees in Nairobi County, Kenya, and 391 respondents, top managers, middle-level managers, and lower managers, were chosen through the use of stratified, simple random, and purposive sampling techniques. While surveys and interviews served as the primary data sources, secondary data came from peer-reviewed books, articles, and journals. The study drew on pertinent theories on the subject, such as Abraham Maslow's theory of the hierarchy of needs, Herzberg's two-factor theory, and Human relations theory. A pilot research was carried out to establish the tools' reliability and validity. The Statistical Packages for Social Sciences, version 25, was used to analyse the data. Inferential and descriptive statistics were used in the analysis as diagnostic tests for the tools, along with frequencies, means, correlations, and multiple linear regression. The results of the investigation were presented using pie charts, graphs, and tables. In non-governmental organizations in Nairobi County, Kenya, the study found a positive and substantial relationship between employee pension services and employee performance. According to the study's findings, managers should assess the pension services initiatives already in place in their organizations, reinforce them, and develop and put into place regulations that support employee engagement and productivity.*

**Keywords:** Financial support, welfare practices, employee performance, top management

### **1. Introduction**

Employee welfare is a broad topic that includes satisfaction, human resource development and upkeep, a sense of well-being, and pleasure. It is beneficial to employee motivation. Every firm should give statutory and non-statutory welfare benefits, but some do so to improve their employees' standard of living. Employee welfare, according to the International Labour Organization (ILO) Conventions of 2005, should comprise retirement, insurance, social welfare-related services, and the preservation of employees' life and physical well-being at work (Lansky & Williams, 2013). These helpful facilities make the employees feel valued as a resource and a part of the business (Lakshmi & Kennedy, 2017). An employer may take actions like granting loans to workers, creating leisure opportunities, providing staff counselling and encouraging a good work-life balance to improve service delivery. According to Patti *et al.* (2014), these actions are referred to as employee welfare.

Employee pension services, such as individual pension schemes, group pension, and umbrella pension plans, may have a substantial effect on an employee's performance and health by providing financial security, promoting long-term planning, and enhancing employee satisfaction and loyalty. Employee pension services, such as individual pension

schemes, offer employees a mechanism to save for their retirement, ensuring financial security during their post-employment years.

Research has shown that having access to retirement savings plans contributes to reduced financial stress and anxiety among employees (Ogunsemi *et al.*, 2023). Financial stability increases the likelihood of improved mental health and overall employee health among employees (Pérez-Viana, 2018). According to (Almenberg *et al.*, 2021), retirement savings plans help employees build a sense of financial independence and control over their future, which positively impacts their overall quality of life and job satisfaction. Employees who are stable financially are more likely to concentrate on their work and be less distracted by financial worries, leading to improved performance and productivity.

Pension services, such as group pension plans and umbrella pension arrangements, encourage employees to engage in long-term financial planning. Participating employees are more inclined to see the future with an eye towards the future, which can translate into improved performance and commitment to the organization (Gubler *et al.*, 2016). Implementing a culture of long-term planning and financial responsibility, pension services align with employees' goals with the organization's long-term objectives. Employees who perceive themselves as part of the organization's future are more likely to invest their efforts in achieving long-term success (Irungu, 2021). Attractive pension benefits, such as group pension plans and umbrella pension schemes, can enhance employee satisfaction and loyalty to the organization (Topa *et al.*, 2009). Employees perceive pension benefits as a valuable component of their total compensation package, and competitive pension offerings can contribute to attracting and retaining top talent (Adler & Gellman, 2012). According to studies, pension benefits and employee retention go hand in hand, as staff members are more likely to stay with a business that supports their long-term financial objectives (Newman *et al.*, 2014). Satisfied and loyal employees are more committed to their work, less likely to consider job alternatives, and more inclined to contribute to the organization's success (Kooij *et al.*, 2013).

### 1.1. Statement of the Problem

Employees are the key to a company's success, and their strategic relevance is rising (Chaudhary, 2017). Employees are the key resource for creating competitive advantages, according to Gilani & Cunningham (2017) and Kucherov & Samokish (2016), who noted that the primary function of employee welfare practices was to provide a coherent framework for management to simplify and focus priorities, increase productivity, and improve recruitment, retention, and commitment. An asset that has seen its value rise recently is human capital. However, many NGOs lack policies that promote the welfare of their employees. NGOs have not focused on employee welfare practices, including competitive pay, adequate health and pension services. Some scholars further noted that employee welfare enhances employee commitment and retention (Sinha & Sinha, 2012; Rees & Smith, 2017). Employees identify with the organization when they perceive that the organization is supportive of its employees through welfare services (Demir, 2015), especially where an open communication environment is perceived (Spoor & Chu, 2017). The challenge for every organization is to optimize employee performance (Jarrah *et al.*, 2023). In post-independent Kenya, various laws were enacted to regulate the labour market while protecting the welfare of workers. These legislations included the Workmen's Compensation Act (Cap. 236), the Factories Act (Cap. 514), the Trade Disputes Act (Cap. 234), the Regulation of Wages and Conditions of the Trade Unions Act (Cap. 233), and the Employment Act (Cap. 226). Locally, recognition, bonuses, and incentive pay were found to be significantly correlated with employee performance (Mutuku & Moronge, 2020). According to Ndolo (2020), the National Police Service lacked sufficient processes for employee welfare practices, and those that did exist were not put into action. Theoretical and empirical evidence has pointed to the significance of top management commitment in influencing employee performance. However, understanding the specific mechanisms through which this commitment translates into tangible outcomes within the NGO sector remains limited (Zhu *et al.*, 2018). To fill this information vacuum, this study investigates the relationship between pension services and employee performance in NGOs in Kenya.

### 1.2. Objectives

- To establish the relationship between employee pension services and employee performance in Non-Governmental Organizations (NGOs) in Kenya.
- To establish how top management commitment influences the relationship between employee pension services and employee performance

## 2. Literature Review

### 2.1. Employee Financial Support and Employee Performance

The literature on social security services in Kenya looked at various issues related to its efficiency, significance, and difficulties. Employee performance, which measures an employee's degree of productivity, efficiency, and effectiveness in attaining organizational goals, is essential to the success of organizations (Ali *et al.*, 2016). Employee performance is significantly predicted by job happiness. According to studies, workers who are happy in their employment tend to be more productive and driven, engaged, and committed to their work (Hsieh & Tung, 2016). Additionally, job satisfaction can lead to lower absenteeism and turnover rates, which can help organizations save on costs and maintain productivity. According to a study by Valaei and Rezaei (2016), work happiness and employee performance are positively correlated.

Hess *et al.* (2021), through a study, have found out that offering pension services, such as individual pension schemes or group pension plans, gives workers a sense of steadiness and security in their finances for their upcoming

retirement. Employees who feel financially secure are more likely to suffer less worry and stress related to their retirement planning, allowing them to focus better on their work and be more engaged in their current roles (Topa *et al.*, 2009). Pension services demonstrate an organization's commitment to the well-being and future of its employees (Adler & Gellman, 2012). Employees with access to pension plans are more likely to feel supported and valued, which may have a good impact on their commitment to the company and level of job satisfaction (Topa *et al.*, 2009). Happy and devoted workers are more likely to put in long hours and support the goals and vision of the company.

Competitive pension benefits can be a significant factor in employee retention within NGOs (Newman *et al.*, 2014). Employee retention is higher at companies that provide competitive pension plans, resulting in reduced turnover and the retention of valuable knowledge and experience within the organization (Hess *et al.*, 2021). Pension services can also enhance an NGO's reputation as an employer that cares about its employees' long-term well-being (Adler & Gellman, 2012). Organizations with attractive pension offerings are more likely to attract top talent during recruitment efforts (Topa *et al.*, 2009). Skilled and motivated employees attracted through effective recruitment contribute positively to the NGO's overall performance and success.

Pension services may help create a productive corporate culture in NGOs (Cooper, 2014; Hess *et al.*, 2021). When employees perceive that the organization prioritizes their long-term financial security, it creates a culture of trust and mutual support. This positive culture can lead to higher employee morale, greater teamwork, and improved overall performance (Adler & Gellman, 2012). Pension services contribute to a motivated, engaged, and devoted workforce, improving employee performance and fostering organizational success by ensuring financial security, promoting job satisfaction and retention, and fostering a healthy organizational culture.

Studies have demonstrated that Social Security Services can effectively reduce poverty and offer economic security to vulnerable populations. In 2019, Social Security benefits lifted 27 million people out of poverty, according to a Center on Budget and Policy Priorities study. Additionally, for individuals aged 65 and over, Social Security has been found to decrease the poverty rate by over two-thirds (Butrica & Smith, 2012). Research has also shown that Social Security Services in Kenya can provide financial protection to workers and their families. For example, Okoth (2015) found that the NSSF significantly impacted the welfare of retirees in Kenya. Kariuki and Kiiru (2021) also found that the NHIF benefited healthcare utilization and financial protection among low-income households in Kenya. Research has revealed that Social Security Services can lessen income inequality. According to a study by the National Academy of Social Insurance, Social Security benefits are more crucial to low- and middle-income households than high-income households, thereby assisting in reducing income inequality (NASI, 2017).

Similarly, Favreault and Johnson (2018) the researchers discovered that Social Security had decreased income inequality among elderly individuals by more than 40%. In Kenya, Social Security Services have also been shown to have a positive influence on reducing income inequality (Favreault & Johnson, 2018). The World Bank's study found that the NSSF significantly impacted reducing poverty and income inequality in Kenya. Similarly, another study by Kariuki and Kiiru (2021) discovered that the NHIF had a beneficial effect on decreasing catastrophic health expenses and poverty among low-income households in Kenya.

Social Security Services face a few significant challenges. One of the primary concerns is their long-term sustainability, with researchers raising doubts about their financial viability due to the aging population and anticipated healthcare cost increases (Solomon, 2016). The complexity of these programs is another challenge, causing errors and delays in benefits delivery, especially for vulnerable populations (Gupta & Thoma, 2019). In Kenya, Social Security Services confront limited coverage and accessibility as significant obstacles. Many Kenyan employees lack any kind of social security, as indicated by a study by Kariuki and Kiiru (2021). Furthermore, given the high levels of informal employment and the government's limited capacity to fund these programs, their sustainability is also in doubt.

## 2.2. Top Management Commitment

Top management is the corporate leader in an organization that includes titles like managing director, executive director, chief executive director, Founders of the organizations and chairman. In some cases, they are referred to as presidents (Yaacob *et al.*, 2019). Despite their power to have a significant impact on the work of their employees, corporate leaders can find it challenging to motivate high-quality performance consistently and successfully. When a manager's tasks are combined together, they could appear overwhelming: ensuring the success of the team, establishing a great work climate, and solving hard situations. For instance, if the market undergoes a quick and significant shift that decreases productivity, Chief Executive officers' focus may be diverted away from their employees. Leaders maintain stability by adopting several leadership philosophies in a variety of circumstances. This research reveals that leaders have two fundamental tasks. As precious assets, retaining talented and motivated personnel is a crucial duty. The second objective is to increase worker productivity. According to (Ogbeibu *et al.*, 2018), staff retention is strongly tied to the culture of an organization. There are numerous retention tactics accessible, including incentive and recognition programs, training and development opportunities, work schedule alterations, monetary rewards, and more. Employee retention techniques have a favorable impact on or are connected to employee work performance; hence, the firm's management should apply these methods to retain personnel in order to enhance job performance (Ogbeibu *et al.*, 2018). Therefore, the company needs to find qualified candidates for employment. Executives should make a concentrated effort to keep their most valuable personnel so the firm can realize the rewards of its investment in them, such as training and development programs. CEOs must manage their companies to achieve a head start in the present business environment. Maintaining key personnel for as long as feasible is essential for maintaining the company's long-term success and fostering an

atmosphere encouraging innovation (Miao *et al.*, 2020). Employee retention is now one of the greatest challenges faced by organizational managers due to a dearth of qualified candidates, an increasing economy, and a high turnover rate.

The competency and temperament of a manager may have an effect on employee morale and production. The capacity of chief executive officers to build leadership styles and encourage staff may be impacted by the organization's culture. Leaders use their influence on followers to accomplish corporate objectives. They communicate the vision and mission of the organization. As a result, a leader's actions have an effect on the methods used and the results of the task. Consequently, the selected leadership style will influence each employee's ability to increase their own productivity. The efficacy and efficiency with which employees execute their duties are essential to the success of any organization. According to Babatunde and Emem (2015), employee productivity is significantly impacted by the management style. To increase the company's performance, it is vital to keep talented people, which requires a strong leader. According to Opatha and Lim (2014), a company's most valuable asset is its competent personnel. No one even comes close to matching their accomplishment. They provide organizations with a competitive advantage in their respective marketplaces when adopted.

In NGOs, top management's commitment to providing necessary resources through budgetary allocations is essential in determining the corporate culture and the policies that affect employee welfare. When top management demonstrates a strong commitment to employee well-being, it can lead to the implementation of employee welfare initiatives, such as health services, financial support, and recreational activities (Zhu *et al.*, 2018). These welfare initiatives can contribute to improved employee satisfaction, engagement, and overall well-being. Employee welfare practices have been found to positively impact employee performance in various contexts, including NGOs. Welfare programs that promote employees' physical and mental health result in higher job satisfaction, lower absenteeism, and better job performance (Kooij *et al.*, 2013; Pérez-Viana, 2018).

By fostering an environment that encourages employee motivation and engagement, management commitment affects worker performance. When top management prioritizes employee welfare, it sends a signal of care and support to employees, leading to increased trust and commitment (Zhu *et al.*, 2018). Studies by Shin *et al.* (2015) and Yasir & Khan (2020) found that top management ethical leadership positively influences firm performance through increased trust in supervisors. Employee welfare can mediate the link between top management commitment and productivity among workers. When top management is committed to employee welfare through communication of the policies, mission, vision and allocation of resources, it enhances employee satisfaction and engagement, which, in turn, positively influences job performance (Kooij *et al.*, 2013). A positive work environment resulting from employee welfare initiatives can lead to improved work quality, productivity, and retention of skilled employees.

### 2.3. Conceptual Framework

Figure 1 shows the conceptual framework that employee pension service, which includes individual, group and umbrella, has a direct relationship to employee performance through service delivery, timely and work efficiency, and that the effect of top management commitment through communication, policy development, and budget allocation moderates on the relationship.

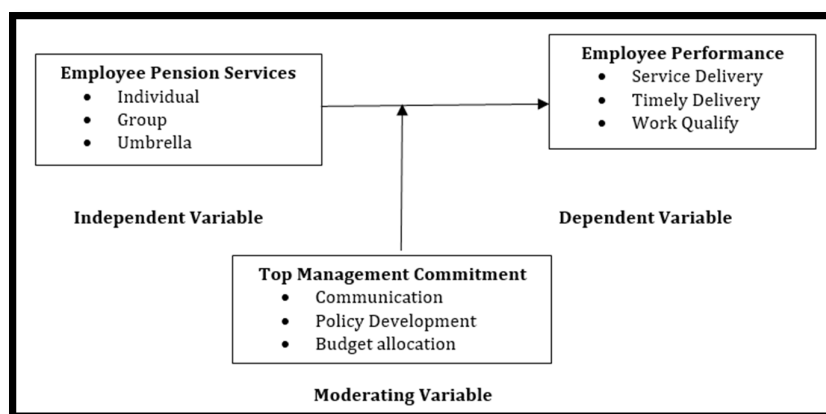


Figure 1: Conceptual Framework

Amah (2019) did research on how things like health benefits, insurance, vacation time, and pension plans affect how well employees in Nigeria do their jobs and how committed they are to their work. However, they did not look at how top management might make a difference, which leaves a gap in the study. The ideas were alike, but they did not cover issues like pension support through individual, group and umbrella services, the way leaders manage, and services to promote well-being at work. In a study conducted by Nusrat and Solaiman (2016), they looked at how well employees were taken care of and whether companies in Bangladesh were able to continue operating in a sustainable way. The ideas used were not the same and the situation was in a manufacturing company, posing contextual and sector gaps.

Other researchers used different ways of analysing data that gave different results, posing the methodology gap. For example, Ndolo (2020) used descriptive statistical methods like counting, finding the average, and calculating

percentages. The methods used led to different results or findings. This research used a cross-section research design and regression to arrive at its findings.

### 3. Research Methodology

A cross-sectional survey was the method used for the study's research design. The design was suitable since it can generate accurate accounts of actual events. The researcher combined qualitative and quantitative techniques to collect, quantify, and analyse the data. For this inquiry, it was vital to determine the causal relationship and the way that each independent variable affected the dependent variable. The whole NGO community in Nairobi County, Kenya, was the focus of this inquiry. However, the target group was the entire staff of the Non-Governmental Organization (NGO) coordination board. The target population consisted of 14,323 employees working in Nairobi County at various levels, including senior management, middle management, and lower management (FKE, 2018). To choose these groups or samples were utilized in this study, which followed a simple stratified random sample methodology. According to Creswell and Clark (2017), the stratified sampling technique is used when each population sub-group has an equal chance of being represented in the sample. The sample was obtained using Kothari's (2014) formula.

$$n = \frac{z^2 \times N_i \times p \times q}{(N_i - 1)e^2 + z^2 \times p \times q}$$

Where:

n = required sample size

$N_i$  = the given population size for strata. In this case

$N_1$  = population size for every stratum, i.e.,  $N_1=38$  for the first strata,

$N_2=159$  for the second strata and  $N_3=14126$

P = Sample proportion, assumed to be 0.80

q = 1-0.8

e = is the precision error (acceptable error) given 0.05.

$Z^2$  = this is the value of standard deviation at 95% confident level.

The above expression was used to determine the sample size for every stratum by use of the formula below from Kothari (2014).

$$n = \frac{z^2 \times N1 \times p \times q}{(N1 - 1)e^2 + z^2 \times p \times q} \quad \text{Equation .....1.}$$

According to Kothari (2014), the sample size of Non-Governmental Organizations (NGOs) was thirty-three (33) for top management, ninety-seven (97) for middle management, and two hundred and forty-two (242) for lower management, for a total of three hundred and seventy-two (372) respondents. However, to account for attrition, 5% of the sample was added to the sample size. Therefore, the total sample for the study was:

$$5/100 \times 372 = 19$$

$$372 + 19 = 391$$

The researcher collected primary data using a questionnaire and interview guide with the assistance of research assistants who had been briefed on the key goals of the study. To collect data in accordance with the study objectives, researcher-generated interview questions and semi-structured, open-ended questionnaires were utilized. The survey used five-point Likert scales. Respondents graded each item on a scale of 1 to 5, with five checkboxes available for use as needed: disagree (2), agree (4), strongly agree (5), disagree (1) and agree (2).

The data were analysed using SPSS version 25 (Statistical Packages for Social Sciences). The outcomes of the descriptive data analysis were presented using frequencies, means of standard deviation, and percentages. The researcher applied Pearson's rho correlation model to determine the influence of predictor factors. The researcher used multiple regression analysis to determine the relationship between the predictor and dependent variables. The qualitative data were displayed using a thematic analysis and verbatim quotes.

#### 3.1. Statistical Measurement Model

To investigate the impact of the aforementioned on employee performance at NGOs in Nairobi County, Kenya, the study used a straightforward linear regression model.

$$Y = \beta_0 + \beta_i X_i + e \quad (1)$$

Where:

Y = Employee performance

$\beta_0$  = constant.

$\beta_i$  Represents the coefficient for employee pension services (EPS)

$X_i$  represents EPS

e = error term.

The overall probability that the link between the dependent variable and all of the independent variables resulted by chance was calculated using the F-test. In order to evaluate hypotheses 1, 2, 3, and 4, model 1 was employed, as indicated below.

Single Variable:

$$Y = \beta_0 + \beta_i X_i + e \quad (i = 1); \quad (\text{Model 1})$$

$$Y = \beta_0 + \beta_i X_i + \beta_m M + e; \quad (\text{Model 2})$$

$$Y = \beta_0 + \beta_i X_i + \beta_m M + \beta_{mi} X_i M + e \quad (\text{Model 3})$$

Where:

Y = Employee performance

$\beta_0$  = constant.

$\{\beta_i; i=1\}$  = The coefficients for the various independent variable (employee pension services (EPS))

$\beta_m$  = coefficient of Moderator

$\beta_{mi}$  = coefficient of Interaction term

$X_i$  = employee pension services (EPS)

$X_i M$  = Product term/interaction term of the moderating variable with the dependent variable ( $i=1$ )

e = error term.

## 4. Research Findings and Discussion

### 4.1. Employee Pension Services

The respondents were asked to rate how much they agreed or disagreed with the following statements regarding employee pension services in Non-Governmental Organizations (NGOs) to determine the relationship between employee pension services and employee performance in Non-Governmental Organizations (NGOs) in Kenya.

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

Table 1: Employee Pension Services

To determine whether NGOs offer individual pension plans, the following responses were obtained: 0.8% strongly opposed, 5.6% disagreed, 18.5% were impartial, 50.3% agreed, and 24.7% highly agreed. According to the study's findings, NGOs' staff members concentrate on the organization's long-term financial objectives through personal pension plans. When asked if the group pension plans used by NGOs foster a sense of community and engagement, 2.5% were highly opposed, 12.1% disagreed, 20.5% were indifferent, 40.4% agreed, and 24.4% strongly agreed. A standard deviation of 1.042 and an average scoring rate of 3.72 out of 5 were calculated. The results show that most respondents in Kenya who are employed by NGOs access group pensions, which enhance their sense of community and participation in organizational activities.

2.5% strongly objected, 5.1% disagreed, 22.5% were indifferent, 44.7% agreed, and 25.3% strongly agreed that NGOs should offer umbrella pension plans. The results showed a standard deviation of 0.942 and an average scoring rate of 3.85 out of 5.

The study's objective was to ascertain whether employee social pension plans improve employee performance in NGOs. Out of the total responses, 3.4% strongly disagreed, 7.6% disagreed, 17.4% were neutral, 50.8% agreed, and 20.8% strongly agreed. A standard deviation of 0.971 was noted, and the average scoring rate value was 3.78 out of 5. The majority of responders in Kenya's non-governmental organizations discovered that their employees are given access to individual, group, and umbrella pension plans that better their well-being and align them with the organization's goals. This supports effective performance. Employee recognition through pension plans, according to Nolan and Garavan (2016), is one of those strategies that arouse people's sentiments and emotions, inspiring them to put in a lot of effort.

The final conclusion showed a moderate association between employee social pension services and employee performance in Kenyan NGOs. The results were in line with earlier research by Nawaz (2016), who said that offering sufficient welfare arrangements is crucial for upholding the law and maintaining a happy workforce. When asked to describe how employee pension services impact employee performance, the respondents observed that these services not only enhanced employee collaboration but also assisted people in feeling peaceful and well-being so they could provide their best effort. The overall results corroborated Khan and Panarina's (2017) study, which found that people typically

perform better and are happier at work when their welfare is taken care of. Akpoviroro *et al.* (2018), finding that people may attain organizational goals if they are recognized, made a similar claim.

As was reported by the key informants, many NGOs had put the emotional aspects of their employees to heart, especially during both happy and sad moments. For this reason, employees in these organizations lived as a family and would support each other. In some instances, some organizations would make monetary contributions through the group schemes to support their members. This would bring about a sense of belonging and financial peace of mind. This gesture would then motivate the employee to give more to the organization.

#### 4.2. Top Management Commitment

The study also attempted to demonstrate if top management commitment affected staff well-being and performance in non-governmental organizations. The respondents were surveyed to gauge their level of agreement with various statements on the impact of top management commitment on employee performance. The results are shown in table 2.

		SD	D	N	A	SA	Mean	Std. Dev
Top management is committed to ensuring a conducive work environment for all the employees to boost performance	n	0	13	20	127	196	4.42	0.76
	%	0	3.7	5.6	35.7	55.1		
Top management's participation in decision-making inspires me to perform well.	n	6	7	22	119	202	4.42	0.83
	%	1.7	2	6.2	33.4	56.7		
Top management in my organization is mindful of my personal needs and acts to support them.	n	9	5	26	168	148	4.24	0.847
	%	2.5	1.4	7.3	47.2	41.6		
Top management in my organization does small things that make it feel great as a team.	n	7	14	19	167	149	4.23	0.87
	%	2	3.9	5.3	46.9	41.9		
I can attend training and develop opportunities equal to those of other employees.	n	8	9	19	173	147	4.24	0.845
	%	2.2	2.5	5.3	48.6	41.3		
Top management communication in my organization has influenced my performance	n	7	7	24	162	156	4.27	0.83
	%	2	2	6.7	45.5	43.8		
Top management commitment in my organization is founded on the corporate policy, vision and mission.	n	6	20	35	146	149	4.16	0.933
	%	1.7	5.6	9.8	41	41.9		
Top management has an allocation of staff pensions in the annual budget	n	3	12	43	167	131	4.15	0.823
	%	0.8	3.4	12.1	46.9	36.8		

Table 2: Top Management Commitment

According to the results, a sizable plurality of respondents (35.7%) and 55.1% strongly concurred that the top management in their organizations is dedicated to establishing a supportive work environment for all employees to improve their performance. Only 3.7% of those surveyed disputed this statement. Similarly, most respondents agreed that top management is committed to including workers in decision-making by considering their suggestions and prepositions. According to the percentage of people who agreed with this remark, 33.4% agreed, while 56.7% strongly agreed. Similar to this, 47.2% of respondents agreed, with 41.6% strongly agreeing, that senior management is committed to employees' personal needs and supports them. In a nutshell, most research participants agreed with all claims made on how top management commitment affects their companies. This suggests that the organizations have considered the best approaches to foster a positive work atmosphere and inspire the staff to get the most out of them.

#### 4.3. Employee Performance in NGOs in Kenya

The respondents were asked to rate how much they agreed or disagreed with the performance of employees in Kenyan NGOs. The findings, as shown in table 3, are summarized as follows:

		SD	D	N	A	SA	Mean	Std. Dev
Able to plan and be able to undertake work in an organized manner while identifying priorities	n	4	12	43	215	82	4.01	0.767
	%	1.1	3.4	12.1	60.4	23.0		
Able to communicate effectively with customers, superiors' peers and others	n	6	29	58	194	69	3.82	0.896
	%	1.7	8.1	16.3	54.5	19.4		
Able to suggest viable new ideas to enhance performance	n	5	12	10	217	112	4.18	0.758
	%	1.4	3.4	2.8	61.0	31.5		
The employees have self-drive to undertake agreed tasks	n	3	6	24	188	135	4.25	0.726
	%	0.8	1.7	6.7	52.8	37.9		
Able to manage people, inspire others, delegate duties, direct, co-ordinate and develop others	n	6	21	59	166	104	3.96	0.920
	%	1.7	5.9	16.6	46.6	29.2		
The employee can meet the Performance Targets in the delivery of services	n	13	41	59	172	71	3.69	1.031
	%	3.7	11.5	16.6	48.3	19.9		
Adhere to moral principles, moral uprightness, honesty, decency, trustworthiness	n	13	28	106	128	81	3.66	1.029
	%	3.7	7.9	29.8	36.0	22.8		
The employees are accountable	n	29	31	64	158	74	3.61	1.149
	%	8.1	8.7	18.0	44.4	20.8		
Careful in carrying out tasks or duties with proper attention	n	3	12	27	194	120	4.17	0.773
	%	0.8	3.4	7.6	54.5	33.7		
There is a willingness to act as a member of a group rather than as an individual	n	1	28	67	158	102	3.93	0.901
	%	0.3	7.9	18.8	44.4	28.7		

Table 3: Employees' Performance in NGOs in Nairobi County, Kenya

In terms of whether or not personnel in NGOs can plan and carry out work in an organized manner while recognizing priorities, 60.4% agreed, 23.0% strongly agreed, 12.1% were undecided, 3.4% disagreed, and 1.1% severely disagreed. The findings indicated that staff in Kenyan Non-Governmental Organizations (NGOs) were able to plan and carry out job operations in an organized manner while keeping priorities in mind, resulting in good performance. When asked whether Kenyan employees of NGOs can communicate successfully, 19.4% highly agreed, 54.5% agreed, 16.3% were neutral, 8.1% disagreed, and 1.7% severely disagreed. According to this result, the majority of workers in non-governmental organizations (NGOs) can interact with peers, supervisors, and clients in an efficient manner, which enhances overall employee performance. The findings were supported by earlier research by Salas-Vallina *et al.* (2021), who discovered that welfare work services enable the achievement of high-performance work.

According to a study by Gathanya (2012), a company's success is measured by how well it accomplishes its goals in accordance with its strategic plans in order to gain a competitive advantage. Similar to this, Ma *et al.* (2020) believed that personnel played an integral part in an organization's use of intangible resources. According to Coetzee and Baker (2015), improved employee welfare services led to a decrease in labor turnover in the retail sector. The majority of respondents, 61.0%, agreed, 31.5% strongly agreed, 2.8% were undecided, but 3.4% disagreed and 1.4% strongly disagreed that staff in Non-Governmental Organizations (NGOs) in Kenya can submit workable new ideas to their organizations. This showed that the vast majority of respondents concurred that Kenyan personnel of Non-Governmental Organizations (NGOs) are creative, enabling them to generate fresh ideas that enhance the operations of the organizations. This result was in line with research by Chen *et al.* (2017), who noted that managing employment relationships through the resolution of grievances addresses worker fairness, eventually lowers stress, and enhances performance.

To determine if the staff of Non-Governmental Organizations (NGOs) in Kenya had the self-motivation to complete agreed-upon responsibilities, 52.8% agreed, 6.7% were indecisive, 37.9% strongly agreed, 1.7% disagreed and 0.8% strongly disagreed. Finally, many individuals are self-motivated when completing activities in the organization. This meant that the employees may work on their own initiative to complete agreed-upon duties. The respondents were also questioned on the ability of NGOs staff in Kenya, to manage people, motivate others, assign tasks, direct, co-ordinate, and develop others. In contrast, 5.9% disagreed and 1.7% strongly disagreed, while 16.6% were unsure and 29.2% strongly agreed. This showed that the respondents had a consensus that staff members of NGOs in Kenya are capable of mentoring and inspiring others to achieve organizational objectives.

Additionally, respondents were questioned about whether Kenyan NGOs' personnel are capable of achieving the Performance Targets in their delivery of services. 16.6% of respondents were unsure, 19.9% strongly agreed, and 48.3% agreed. Additionally, 3.7% strongly disagreed and 11.5% disagreed. This suggested that staff in NGOs are capable of achieving predetermined performance goals. To determine whether or not personnel in Non-Governmental Organizations (NGOs) conform to moral values, moral uprightness, honesty, decency, and trustworthiness, the following responses were obtained: There were 36.0% who agreed, 29.8% were indecisive, 22.8% who strongly agreed, 7.9% who disagreed, and 3.7% who strongly disagreed. Employees at Non-Governmental Organizations (NGOs) have high morals and values,



according to the findings. Respondents were also questioned whether staff in Kenyan Non-Governmental Organizations (NGOs) were held accountable.

According to the findings, 44.4% agreed, 20.8% strongly agreed, and 18.0% were indecisive that the employees were accountable for whatever they did at work. Furthermore, 7.9% disagreed, with 3.7% strongly disagreeing. This resulted in a mean score of 3.61 out of 5 and a standard deviation of 1.149, showing that employees in NGOs were accountable for whatever they did at work. Furthermore, respondents were questioned if personnel in non-governmental organizations were cautious when performing jobs or duties. There were 54.5% who agreed, 7.6% who were indecisive, 33.7% who strongly agreed, 3.4% who disagreed, and 0.8% who strongly disagreed. Based on the results, the respondents concluded that workers were conscientious and attentive when doing activities and duties for the organizations that they worked for, which were members of a business network. The responses to the question of whether NGO employees in Kenya preferred to act in groups rather than alone were as follows: 44.4% agreed, 18.8% were unsure, 28.7% strongly agreed, 7.9% disagreed, and 0.3% severely disagreed. According to the results, respondents agreed that staff members at NGOs in Kenya were capable team players and willing to act as members of a group rather than as individuals.

#### 4.4. Inferential Analysis

The relationship between variables is revealed via correlation analysis (Mugenda & Mugenda, 2012). The association between the independent variables was established using the Pearson product-moment correlation coefficient ( $r$ 's).

		Employee Performance	Pension Services	Top Management Commitment
Employee performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	356		
Pension services	Pearson Correlation	.814**	1	
	Sig. (2-tailed)	.000		
	N	356	356	
Top Management commitment	Pearson Correlation	.747**	.763**	1
	Sig. (2-tailed)	.000	.000	
	N	356	356	356

Table 4: Correlation Analysis

The results revealed a significant and favourable relationship between the response variable (employee performance) and the moderator variable (top management commitment). As a result, raising any one of the independent variables will also raise the dependent variable. In cases when there is a linear relationship between the independent and dependent variables, regression analysis was used to assess the ability of the independent variable to forecast an outcome in the dependent variable. The study's initial premise examined the relationship between employee pension services and worker productivity in NGOs in Kenya.

- $H_0$ : Employee pension services have no significant influence on employee performance in NGOs in Kenya.

Using ordinary least square regression, the hypothesis was evaluated. If the p-value is less than the traditional p-value (0.05), the hypothesis is rejected; however, if the p-value is greater than 0.05, the hypothesis is not rejected. Regression analysis was used to evaluate this hypothesis, and the model description is shown in table 5. The established R-square value was 0.663, which was afterwards modified to 0.662. Since it is used to compare regression models with the same dependent variable but a varied number of independent variables, the adjusted R squared is a better metric in this situation. Accordingly, 66.2% of the firm's performance could be described by the independent variable (employee pension services), whereas 33.8% of this employee performance could be explained by variables not considered in this model.

The overall significance of the regression model was examined using Analysis of Variance (ANOVA). The independent variables' lack of explanatory power is the null hypothesis for this test. With a p-value of 0.001, our predictor may explain a sizable portion of the variance in employee performance because the R squared is much more than zero. By rejecting the null hypothesis and adopting the alternative one with a substantial p-value, we conclude that the predictor has explanatory power. Since the regression model is significant ( $F_{(1, 355)} = 158.477, p < 0.001; R^2 = 0.663$ ), the data in table 5 support this.

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

Table 5: Regression Results for Employee Pension Services

$$Y = 0.864 + 0.749X_4$$

Where:  $X_4$  – Employee Pension Services,  $Y$  – Employee Performance

According to the findings of linear regression, employee pension services had an impact on the productivity of NGOs' staff members. When all other variables are held constant, a unit increase in pension services would improve performance in this regard by 0.749 points and vice versa. The findings of this study are consistent with those of Akpoviroro et al. (2018), who discovered that people might achieve organizational goals if they are appreciated, cared for, trusted, supported when they are in need and led appropriately through helpful guidance. According to Amoatema & Kyeremeh (2016) and Nolan & Garavan (2016), employee recognition is also one of the processes that sets off people's sensations and emotions, which motivates them to work.

#### 4.5. The Moderating Effect of Top Management Commitment

The study hypothesized that:

H<sub>0</sub>: Top Management commitment has no moderation effect on the relationship between employee pension services and employee performance in NGOs in Kenya.

To test the hypothesis, the following models were fitted:

$$\text{Model 1: } Y = \beta_0 + \beta_1 X_1 + e$$

$$\text{Model 2: } Y = \beta_0 + \beta_1 X_1 + \beta_2 M + e$$

$$\text{Model 3: } Y = \beta_0 + \beta_1 X_1 + \beta_2 M + \beta_3 M X_1 + e$$

An R-square value of 0.663 was established and modified to 0.662 for model 1, as shown in the outcomes in table 6. The second predictor, the moderating variable, increased the R-squared to 0.701, which was then corrected to 0.699. Additionally, the introduction of the interaction—the result of the predictor and the moderator—improved the value of R-squared. The R-squared value for this model (3) was 0.705 and was later changed to 0.702. This suggests that model 3 was more effective than the other two models at explaining variation in employee performance.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.814 <sup>a</sup>	0.663	0.662	0.47723
2	.837 <sup>a</sup>	0.701	0.699	0.45005
3	.840 <sup>a</sup>	0.705	0.702	0.44768
a. Predictors: (Constant), Pension services				
b. Predictors: (Constant), Top Management commitment, Pension services				
c. Predictors: (Constant), Int_4, Top Management commitment, Pension services				

Table 6: Model Summary for Employee Pension Services (Models 1-3)

The overall significance of the regression model was examined using Analysis of Variance (ANOVA). The independent variables in this test do not have sufficient explanatory power, which is the null hypothesis ( $\beta_1 = \beta_2 = 0$ ). With a p-value of 0.001, our predictor may explain a sizable portion of the variance in employee performance because the R squared is much more than zero. By rejecting the null hypothesis and adopting the alternative one with a substantial p-value, we concluded that the predictor has explanatory power ( $\beta_1 \neq \beta_2 \neq 0$ ). The regression model is significant as a result ( $F_{(2, 355)} = 413.731, p < 0.001$ ).

The predictor variables in model 3 also do not have explanatory power, which is the null hypothesis for this test ( $\beta_1 = \beta_2 = \beta_3 = 0$ ). With a p-value of 0.001, our predictors may effectively account for a sizable portion of the variance in employee performance because the R squared is much more than zero. By rejecting the null hypothesis and adopting the

alternative one with a substantial p-value, we concluded that the predictors have explanatory power ( $\beta_1 \neq \beta_2 \neq \beta_3 \neq 0$ ). The regression model is significant as a result ( $F_{(3, 355)} = 280.333, p < 0.001$ ).

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	158.477	1	158.477	695.834	.000 <sup>b</sup>
	Residual	80.624	354	0.228		
	Total	239.101	355			
2	Regression	167.601	2	83.801	413.731	.000 <sup>b</sup>
	Residual	71.500	353	0.203		
	Total	239.101	355			
3	Regression	168.553	3	56.184	280.333	.000 <sup>b</sup>
	Residual	70.548	352	0.200		
	Total	239.101	355			

Table 7: ANOVA Table for Employee Pension Services (Models 1-3)

According to the findings of linear regression, top management commitment and employee pension services were predictor variables that had an impact on worker performance. This means that, by maintaining top management commitment, a unit increase in employee pension services would boost employee performance by 0.537 points and vice versa. Similar to this, while maintaining the same level of employee pension benefits, an increase of one unit in top management commitment would result in a 0.283% improvement in performance.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	0.864	0.106		8.172	0.000	0.656	1.072
	Pension services	0.749	0.028	0.814	26.379	0.000	0.693	0.805
2	(Constant)	0.724	0.102		7.101	0.000	0.523	0.924
	Pension services	0.537	0.041	0.584	12.963	0.000	0.456	0.619
	Top Management commitment	0.283	0.042	0.302	6.712	0.000	0.200	0.366
3	(Constant)	0.781	0.105		7.457	0.000	0.575	0.987
	Pension services	0.523	0.042	0.568	12.543	0.000	0.441	0.605
	Top Management commitment	0.291	0.042	0.311	6.910	0.000	0.208	0.373
	Int_4	-0.042	0.019	-0.064	-2.179	0.030	-0.079	-0.004

a. Dependent Variable: Employee performance

Table 8: Regression Coefficients for Employee Pension Services (models 1-3)

$$Y = 0.864 + 0.749X_1$$

$$Y = 0.724 + 0.537X_1 + 0.283M$$

$$Y = 0.781 + 0.523X_1 + 0.291M - 0.042 X_1M$$

The main goal of this analysis was to determine whether top management commitment has a moderating effect on the association between employee pension benefits and performance. A p-value of less than 0.05 during testing at the 95% confidence level would result in the null hypothesis being rejected.

However, if the p-value is more than 0.05, the null hypothesis is not disproved. The interaction effect has a p-value of 0.030, which is less than 0.05, according to the findings as shown in table 8. Our rejection of the null hypothesis leads us to the conclusion that commitment by top management does have a moderating impact on the association between employee pension benefits and performance.

## 5. Conclusion

The study concluded that employee pension services and employee performance in NGOs had a favourable and significant association. The NGOs had plans for employee recognition and staff rewards. The results also revealed that workers got a voucher for acknowledgment when they deserved one. The key informants said that their companies had taken into consideration the emotional needs of their workers, particularly during happy and sad times, and that this had made them feel like a family. These exercises would result in a more motivated team at work. Employee pension services were thus critical in boosting the effectiveness of NGOs in Kenya. It was also discovered that employee pension services not only improved employee teamwork but also made employees feel appreciated and, hence, delighted to work for the firm. The study's main finding was that there was a positive and substantial association between employee welfare practices and employee performance in Kenya's Non-Governmental Organizations (NGOs).

The study suggests that Kenyan NGO management boards draft an extensive document outlining their staff pension services strategy. NGO contributions are also increased for pension plans and support programs, encouraging workers to give their all to the company to strengthen their competitive advantage.

The dynamic corporate climate is transforming the workplace, so some pension services will need to be moderated and improved. The pension service procedures should be continuously reviewed by academics and human resource professionals, who should also make any necessary improvements in light of evolving organizational and working conditions. To help employees perform better and improve organizational performance, human resources managers should communicate performance and development goals, provide constant feedback, and recognize employees' achievements.

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