

**WORK BENEFITS AND EMPLOYEE ABSENTEEISM IN CHRISTIAN  
ORGANIZATIONS IN JINJA DISTRICT, UGANDA**

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**UGANDA CHRISTIAN  
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## DECLARATION

I, ESTHER ASANA hereby declare that this is my original work, and that, to the best of my knowledge, it has never been presented to any institution of higher learning for the award of an academic qualification. Where another person's work has been used, they have been dully acknowledged.

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## APPROVAL

I hereby confirm that this dissertation has been carried out under my guidance and support, and I endorse its submission to the University with my full approval.



**Signature**

**Date** 06.5.2025

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## **LIST OF ABBREVIATIONS**

**BBC:** British Broadcasting Corporation

**EU:** European Union

**ILO:** International Labour Organization

**NGOs:** Non-Governmental Organizations

**PwC:** PricewaterhouseCoopers

## **ABSTRACT**

The purpose of this study was to establish the relationships between work benefits and employee absenteeism in Christian organization. A quantitative cross-sectional survey was conducted from a population of 366 Christian organizations using a sample size of 186 Christian organizations. Data was collected using self-administered questionnaires that were either hand delivered or emailed to respondents. Overall, filled questionnaires were received from 135 Christian organizations representing a response rate of 73% was attained for analysis.

The analysis of data involved correlation and regression analysis for answering the research questions in accordance with the study objectives. The results revealed negative and significant relationships between; financial benefits and employee absenteeism ( $r = -.386^{**}$ ,  $p < .01$ ), and non-financial benefits and employee absenteeism ( $r = -.355^{**}$ ,  $p < .01$ ). From the findings, discussion, conclusions and recommendations were drawn.

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## CHAPTER ONE

### 1.0 Introduction

This section covers background of the study, problem statement, study objectives, study significance, and the proposed conceptual model.

### 1.1 Historical background

Employee absenteeism has been a workplace issue for over a century, dating back to the industrial revolution when poor working conditions, low wages, and job insecurity often led to high absence rates (Klein, 1986). Early on, companies began offering basic benefits to help reduce absenteeism by improving worker morale and loyalty. By the early 20th century, sociological and psychological research further emphasized the importance of well-being in sustaining attendance. This led to more comprehensive benefits like healthcare and paid leave, acknowledging that employees needed more than wages to remain engaged and present (Berkowitz, 2020).

After World War II, structured benefits programs became standard, and studies showed that addressing employees' physical and mental health needs directly impacted absenteeism (Freedman, 1978). The trend continued through the late 20th century, as benefits expanded to include work-life balance options and mental health support, which proved effective in reducing absences by promoting overall job satisfaction (Marmot et al., 1991).

Employee absenteeism significantly impacts organizational productivity, often accounting for productivity losses of up to 20% across various sectors worldwide (International Labor Organization, 2020). In sub-Saharan Africa, the absenteeism rates remain alarmingly high, particularly due to health-related, financial, and social challenges prevalent within the workforce (ILO, 2020). For instance, in Uganda, approximately 15% of employees are reported to miss

work frequently, largely due to limited access to comprehensive work benefits and other mitigating resources that could otherwise alleviate personal and financial strains (Okech, 2021)

### **1.1.1 Theoretical background**

This study was informed by the Social Exchange Theory, introduced by Blau (1964). This theory suggests that relationships in the workplace are built on the principle of reciprocity. This means that when organizations provide meaningful benefits to employees, such as health insurance and paid leave, employees feel valued and obligated to reciprocate through positive behaviors, such as increased attendance, loyalty, and productivity. The theory emphasizes that such exchanges are voluntary, relying on mutual trust and perceived fairness (Cropanzano & Mitchell, 2005). When employees receive support that meets their needs, they are more likely to reciprocate with commitment to their roles, leading to reduced absenteeism.

### **1.1.2 Conceptual background**

Employee Absenteeism refers to the habitual absence from work without valid reasons and is often influenced by various factors such as job dissatisfaction, poor work conditions, and personal life stressors (Johns, 2010; Fritz et al., 2013). Absenteeism is a significant concern for organizations as it can lead to increased operational costs, reduced productivity, and strained employee morale (Guthrie, 2001).

Work Benefits are the rewards provided by organizations to employees in exchange for their labour and commitment. These benefits can be categorized into financial and non-financial. Financial Benefits include direct monetary rewards, such as salaries, bonuses, retirement savings plans, health insurance, and paid leave. These benefits are essential motivators as they provide employees with financial security and help ensure that they remain engaged in their roles (Allen, 2001; Becker & Huselid, 1998). Adequate financial compensation is often linked to increased

job satisfaction, which in turn can reduce absenteeism, as employees are more likely to feel valued and committed when their financial needs are met (Chiang & Jang, 2008).

On the other hand, Non-Financial Benefits include job security, work-life balance, career development opportunities, recognition, and wellness programs. While these benefits do not directly increase income, they significantly enhance employee job satisfaction, emotional commitment, and overall well-being (Deci & Ryan, 2000; Kuvaas, 2006). Non-financial benefits are particularly crucial in fostering a positive organizational culture that supports employee well-being. When employees feel supported by their organization through these benefits, it can lead to reduced stress and burnout, both of which are major contributors to absenteeism (Kuvaas, 2006; Saks, 2006).

### **1.1.3 Contextual background**

Jinja District is located in south-eastern Uganda on the shores of Lake Victoria. The district's economy is characterized by a blend of agriculture, industry, and commerce, with prominent sectors including manufacturing, textiles, and small-scale agriculture. Despite its natural resources and urban development, Jinja faces persistent challenges such as high unemployment, poverty, and limited access to healthcare and education (Tenywa, 2020). The population is culturally diverse, with significant ethnic groups including the Busoga and Bunyoro, and a strong Christian presence that influences community values and social practices (Kanyesigye, 2019).

Non-Governmental Organizations (NGOs) in Jinja District are instrumental in addressing various socio-economic issues, such as poverty, healthcare, and education. As of August 2023, Uganda had 5,021 registered NGOs, a significant decrease from 14,000 in 2019 (The Daily Monitor, November 18, 2024). Of these, Jinja District is home to 469 registered NGOs, with 66 of them being Christian-founded organizations. These NGOs often adopt a holistic approach to

development, integrating both spiritual and material support to improve the well-being of the community.

Christian NGOs in Jinja District play a key role in supporting underserved populations, providing essential services, and contributing to employee well-being through work-related benefits and other support mechanisms. Despite their critical role, these organizations operate in a challenging environment, dealing with limited resources, high service demand, and infrastructural deficits. Nonetheless, Christian NGOs remain central to the socio-economic development of the district, guided by Christian principles that shape their outreach and interventions (Ssemwanga, 2018; Okech, 2021).

## **1.2 Problem Statement**

In Uganda, absenteeism rates in the NGOs have reached as high as 43%, often attributed to poor employee monitoring systems, financial challenges, and disengagement (Intra Health, 2020).

Service-oriented NGOs, including Christian organizations, have been particularly affected, grappling with absenteeism fueled by shifts in employee priorities. Many workers now prefer multiple income streams, consulting roles, or flexible work models, challenging traditional approaches to workforce management (ILO, 2022).

## **1.3 The purpose of the study**

To establish the relationships between work benefits and absenteeism in Christian organization

## **1.4 Objectives of the Study**

- a) To examine the relationship between financial work benefits and employee absenteeism in Christian organizations in Jinja District.
- b) To investigate the relationship between non-financial work benefits and employee absenteeism in Christian organizations in Jinja District.

## **1.5 Research Questions.**

- a) How do financial work benefits influence employee absenteeism in Christian organizations in Jinja District?
- b) What is the relationship between non-financial work benefits and employee absenteeism in Christian organizations in Jinja District?

## **1.6 Justification of the Research**

This study is important due to the impact of absenteeism on organizational productivity, employee morale, and operational costs across sectors worldwide (International Labor Organization, 2020). Christian organizations, in particular, operate in challenging environments characterized by limited resources, high service demands, and an expectation to uphold Christian values, which further amplifies the impact of absenteeism on their missions and operations. Addressing the effects of financial and non-financial work benefits on absenteeism within these organizations can provide guidance into practical solutions that improve employee engagement and reduce absentee rates. Such insights align with organizational goals to enhance employee retention, satisfaction, and performance, ultimately contributing to the sustainability of non-government organizations in Uganda.

## **1.7 Significance of the Study**

First, NGOs can use the findings of this study to make informed decisions on structuring their work benefits to reduce absenteeism, boosting both individual and organizational productivity. Also, the research provides policymakers with empirical evidence that demonstrate the importance of well-designed employee benefits in achieving workforce stability, which can support the broader socio-economic objectives of employment sustainability in Uganda. Additionally, this study serves as an academic resource, filling a research gap on absenteeism in faith-based organizations and providing a foundation for future studies on employee motivation and well-being in similar organizational settings.

**1.8 Scope of the Study**

**1.8.1 Content Scope**

The study focused on the relationship between work benefits categorized as financial and non-financial and employee absenteeism. Specific financial benefits examined include salaries, bonuses, and health insurance, while non-financial benefits cover aspects like job security, recognition, and work-life balance

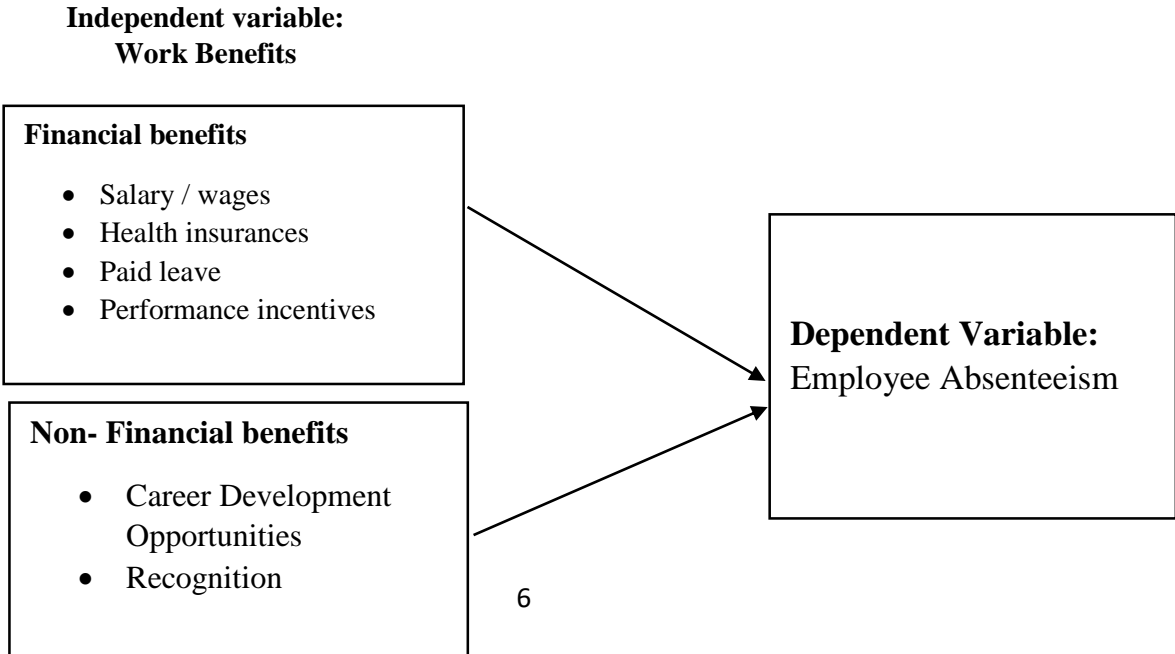
**1.8.2 Geographical Scope**

The research was conducted in Jinja District, Uganda, focusing specifically on Christian organizations that operate within this region. Jinja provides a unique context with a mix of urban and rural settings, cultural diversity, and socio-economic challenges, making it an ideal location to explore the dynamics of absenteeism and work benefits.

**1.8.3 Time Scope**

The study will focus on data spanning from 2019 to the present, a period that captures significant developments in the NGO sector in Uganda. This timeframe is particularly relevant given the notable reduction in registered NGOs, from 14,000 in 2019 to 5,021 in 2023, which likely impacted organizational practices, including employee absenteeism and benefits. Additionally, the period includes the aftermath of the COVID-19 pandemic, which disrupted work practices and influenced employee absenteeism, remote work, and benefit structures.

**1.9 Conceptual Framework**



**Source:** Adopted from Manurung and Siska, 2019.

In this framework, employee absenteeism is the dependent variable influenced by both financial and non-financial benefits. It is hypothesized that an increase in the provision and quality of these work benefits will lead to reduced absenteeism, as employees feel both financially secure and professionally fulfilled within the organization.

Financial benefits include direct monetary rewards, such as salaries, bonuses, health insurance, paid leave, and performance incentives. These benefits aim to meet employees' basic financial needs and motivate consistent attendance by offering tangible economic support. The expectation is that sufficient financial support reduces absenteeism by alleviating financial pressures that could otherwise lead employees to seek alternative income sources or take frequent absences (Ritchie et al., 2020; Intra Health, 2020), and Manurung and Siska 2019

Non-financial benefits, such as career development opportunities, recognition, and work-life balance, address the intrinsic and psychological needs of employees. These benefits create a supportive work environment, encouraging employees to remain engaged, feel valued, and experience professional growth. This, in turn, is expected to reduce absenteeism by fostering a strong connection between employees and their workplace (SHRM, 2023; Choudhury et al., 2021) and manurung and siska 2019.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.0 Introduction**

This chapter captures scholarly literature reviewed about the proposed study, guiding theory of the study and the relationships among study variables.

### **2.1 Theoretical Guide**

This study is grounded in Social Exchange Theory (SET), as articulated by Kieserling (2019) as earlier discussed by Blau (1964), which explains workplace relationships as reciprocal. Employees are more likely to show commitment and consistent attendance when they perceive organizational benefits as fair and supportive. Such reciprocity fosters a positive work environment, encouraging loyalty and reducing absenteeism, especially when benefits align with employees' expectations and address their needs (Cropanzano & Mitchell, 2005). However, this theory has limitations since it investigates more upon inactive exchanges than the active exchanges, which we term as psychological exchanges. Active exchanges are visible, while inactive exchanges are less visible and are positive (withholding undesirable behavior) as well as negative (withholding desirable behavior). The shadow nature of the inactive exchanges can turn out to be more damaging for the organization as it is difficult to trace.

### **2.2 Employee Absenteeism**

Globally, absenteeism remains a significant challenge for organizations, with its financial and operational impacts widely documented. For instance, a report by Gallup (2020) revealed that absenteeism costs the global economy approximately \$1.8 trillion annually, with productivity losses accounting for a majority of this expense. In Europe, a study conducted by Eurofound (2019) highlighted that workplace absenteeism averaged 3.2% annually across EU countries, with stress and job dissatisfaction identified as key contributors. The study further noted that absenteeism tends to spike in industries with physically demanding roles or poor workplace support systems.

In Sub-Saharan Africa, absenteeism is prevalent in both public and private sectors. A study in South Africa revealed that 15% of employee absenteeism was attributed to health issues, while poor working conditions and low morale accounted for 12% (Mushonga et al., 2021). Similarly, in Kenya, Kariuki and Ndirangu (2022) found that absenteeism rates in the manufacturing sector reached 18% annually, largely due to low wages and insufficient benefits.

In Uganda, absenteeism is a critical issue, particularly in sectors like healthcare and education. For example, the Ministry of Health reported that absenteeism rates among healthcare workers averaged 30%, with key drivers being dual employment and lack of motivation (Tumwesigye et al., 2020). Another study by Nakayima et al. (2021) revealed that absenteeism in educational institutions was significantly reduced when financial benefits such as performance bonuses and career development opportunities were introduced. These findings underscore the importance of structured benefit systems to mitigate absenteeism in Uganda.

## **2.4 Work Benefits**

Work benefits, including both financial and non-financial rewards, play a significant role in enhancing employee satisfaction and reducing absenteeism. Financial benefits such as salaries, bonuses, and health insurance have been shown to be directly correlated with employee retention and productivity. A global survey by PwC (2022) revealed that 73% of employees consider competitive salaries a key factor in job satisfaction and long-term commitment to their organizations (PwC, 2022).

In South Africa, a study found that organizations offering comprehensive health insurance experienced a 20% reduction in employee absenteeism and a notable increase in job satisfaction (Smith & van der Walt, 2021). Furthermore, performance-based bonuses were associated with a 15% improvement in employee motivation and attendance (Smith & van der Walt, 2021).

In Uganda, research conducted by Nakalema and Mbabazi (2023) indicated that both financial and non-financial benefits significantly influence employee performance. Their study revealed

that organizations offering career development opportunities and recognition programs saw a 30% reduction in absenteeism. Moreover, work-life balance initiatives, such as flexible working hours, contributed to improved employee health and overall productivity, with 42% of employees reporting enhanced job satisfaction (Nakalema & Mbabazi, 2023).

### **2.5.1 Salary/Wages and Employee Absenteeism**

A study conducted in Germany by Keller and Lehmann (2020) found that employees earning below the national median wage were 1.8 times more likely to be absent from work due to dissatisfaction and stress. Additionally, the study revealed that a 10% increase in wages reduced absenteeism by approximately 12%, controlling for other factors such as job type and working conditions.

A study in Nigeria by Adeniyi and Onifade (2021) reported that employees with stagnant wages were 2.3 times more likely to report absenteeism compared to those who received annual increments. Multivariate analysis highlighted those delayed salaries, combined with low wages, accounted for 18% of absenteeism variance, reflecting the compounded impact of unreliable pay structures.

In Uganda, the relationship between wages and absenteeism was examined by Kintu and Namazzi (2023). Their study found that employees earning below the living wage threshold exhibited absenteeism rates of 28%, compared to just 12% among those earning above the threshold. Also, the study revealed that salary increases, alongside improved working conditions, reduced absenteeism rates by 20%, highlighting the importance of comprehensive compensation strategies.

### **2.5.2 Bonuses and Employee Absenteeism**

A study conducted by Stone and Davis (2021) examined the role of financial incentives in reducing absenteeism among NGO employees in the United States. The study reported a negative correlation ( $r = -0.42$ ,  $p < 0.01$ ) between bonuses and absenteeism rates. Employees receiving annual performance-based bonuses were 35% less likely to be absent compared to those without

such benefits. Additionally, multivariate logistic regression showed that the odds of absenteeism decreased by 20% for every \$1,000 increase in bonus amounts (OR = 0.80,  $p < 0.05$ ).

In Kenya, Onyango et al. (2022) evaluated the effect of monetary incentives on absenteeism among employees of international NGOs. Findings indicated that NGOs offering bonuses experienced an absenteeism rate of 14%, compared to 28% in organizations without bonuses. Multivariate regression revealed that the presence of bonuses was associated with a 45% reduction in absenteeism (OR = 0.55,  $p < 0.01$ ), after controlling for other factors such as workload and organizational culture. This underscores the significant impact of bonus schemes in reducing absenteeism in the African NGO context.

In Uganda, Nankunda and Opio (2023) explored the relationship between bonuses and absenteeism in local NGOs. The study reported a negative correlation ( $r = -0.38$ ,  $p = 0.02$ ) between the size of bonuses and absenteeism rates. Employees receiving regular performance-based bonuses were found to have 18% lower absenteeism rates than their counterparts. A multivariate analysis showed that the odds of absenteeism were 0.70 (OR = 0.70,  $p < 0.05$ ) in organizations that provided bonuses, reinforcing the role of financial incentives in promoting employee attendance.

### **2.5.3 Health Insurance and Employee Absenteeism**

A study by Brooks et al. (2021) conducted in nonprofit organizations across the United States found a significant negative correlation between access to employer-sponsored health insurance and absenteeism ( $r = -0.45$ ,  $p < 0.01$ ). Employees with comprehensive health insurance reported 22% fewer days of absence annually compared to those without. A multivariate analysis revealed that organizations offering health insurance reduced absenteeism odds by 30% (OR = 0.70,  $p < 0.05$ ), suggesting that health coverage enhances attendance by addressing preventive and curative health needs.

Research in Ethiopia by Tadesse et al. (2020) in international NGOs showed that employees with health insurance had an absenteeism rate of 8%, significantly lower than the 20% rate among

those without coverage. Logistic regression revealed that access to health insurance reduced absenteeism odds by 58% (OR = 0.42,  $p < 0.01$ ). The study emphasized the role of health insurance in mitigating health-related absenteeism, particularly in resource-limited settings.

In Uganda, a study by Namanya and Omoding (2022) examined the impact of health insurance on absenteeism among NGO employees. Findings indicated a negative correlation ( $r = -0.37$ ,  $p = 0.03$ ) between health insurance access and absenteeism rates. Employees with insurance were 1.5 times more likely to attend work consistently. This highlights the critical role of health benefits in reducing absenteeism in the NGO sector in Uganda.

#### **2.5.4 Paid Leave and Employee Absenteeism**

In a cross-country analysis, Johnson and Lee (2021) reported that organizations offering paid leave reduced absenteeism by 15% compared to those without such policies. A meta-analysis revealed that the odds of absenteeism were 25% lower (OR = 0.75,  $p < 0.05$ ) for employees receiving adequate paid leave, especially in nonprofit sectors where work-life balance is valued.

A Kenyan study by Kamau et al. (2022) found that NGOs offering generous paid leave policies saw absenteeism rates decline from 19% to 12%. Bivariate analysis showed a strong negative correlation ( $r = -0.50$ ,  $p < 0.01$ ) between paid leave days and absenteeism. Employees who used paid leave judiciously exhibited improved long-term attendance due to reduced burnout.

Mugisha and Lwanga (2023) investigated the role of paid leave in employee absenteeism within Ugandan NGOs. Their study indicated that paid leave policies were associated with a 20% reduction in absenteeism rates. Logistic regression analysis showed that employees with access to paid leave had 0.65 times lower odds of absenteeism (OR = 0.65,  $p = 0.02$ ), underlining the importance of restorative breaks for sustained attendance.

#### **2.5.5 Performance Incentives and Employee Absenteeism**

A study by Singh et al. (2020) in South Asian demonstrated that performance incentives significantly reduced absenteeism. The correlation between incentives and absenteeism was  $r =$

-0.48 ( $p < 0.01$ ), with organizations implementing performance-based rewards reporting a 25% decline in absenteeism rates. Logistic regression indicated a 40% reduction in absenteeism odds ( $OR = 0.60$ ,  $p < 0.05$ ) for employees eligible for such incentives.

In Nigeria, Adebayo et al. (2021) examined the effect of performance-based rewards on absenteeism in nonprofit organizations. They found that incentives reduced absenteeism rates by 18%, with a moderate negative correlation ( $r = -0.41$ ,  $p = 0.04$ ). Multivariate analysis showed that performance rewards were associated with 0.72 times the odds of absenteeism ( $OR = 0.72$ ,  $p < 0.05$ ), indicating their effectiveness in enhancing commitment.

In Uganda, Kisekka and Birungi (2023) explored performance incentives in NGOs and their impact on absenteeism. The study reported a 12% reduction in absenteeism among employees receiving regular performance bonuses. Logistic regression analysis revealed that the odds of absenteeism were 0.68 ( $OR = 0.68$ ,  $p = 0.03$ ) in organizations offering performance-based rewards, emphasizing the role of incentives in fostering attendance and motivation.

## **2.6 Non-Financial Benefits and Employee Absenteeism**

### **2.6.1 Career Development Opportunities and Employee Absenteeism**

A study conducted by Allen and Bryant (2021) in European nonprofits found a strong inverse relationship between career development opportunities and absenteeism ( $r = -0.43$ ,  $p < 0.01$ ). Employees participating in professional growth programs were 35% less likely to exhibit absenteeism due to increased job engagement and motivation. A multivariate analysis indicated that career advancement opportunities reduced absenteeism odds by 40% ( $OR = 0.60$ ,  $p < 0.05$ ).

In South Africa, Mahlangu et al. (2022) investigated the role of career development initiatives in NGOs. Employees who accessed training and development opportunities reported 18% fewer absenteeism incidents. The study reported a moderate negative correlation ( $r = -0.38$ ,  $p = 0.03$ ), emphasizing that investing in employee skills significantly reduces absenteeism.

A study by Tumwesigye and Kyazike (2023) in Uganda revealed a 25% decrease in absenteeism among employees offered training and career growth plans. The study highlighted a statistically significant relationship between career development and absenteeism ( $p < 0.05$ ), demonstrating that such programs foster employee loyalty and attendance.

### **2.6.2 Recognition and Employee Absenteeism**

In the U.S. nonprofit sector, Simmons and Carter (2020) found that recognition programs reduced absenteeism by 22%, with a negative correlation ( $r = -0.30$ ,  $p = 0.02$ ) between employee acknowledgment and absenteeism. Logistic regression analysis showed employees in organizations with strong recognition cultures were 0.7 times less likely to be absent ( $OR = 0.70$ ,  $p < 0.05$ ).

In Ghana, Oduro and Mensah (2021) reported a 15% reduction in absenteeism rates due to effective employee recognition systems. The study found a significant negative correlation ( $r = -0.35$ ,  $p < 0.05$ ), with employees citing appreciation as a key motivator for attendance and dedication.

Nakayiza and Mbabazi (2022) assessed employee recognition in NGOs in Uganda, finding that absenteeism was reduced by 20% among employees receiving regular acknowledgments. The study emphasized that recognition fosters psychological well-being, further reinforcing organizational commitment and attendance.

### **2.6.3 Work-Life Balance and Employee Absenteeism**

A European study by Henderson et al. (2021) highlighted that nonprofits with robust work-life balance policies saw a 30% decrease in absenteeism rates. A significant negative correlation was observed ( $r = -0.46$ ,  $p < 0.01$ ), with flexible work arrangements emerging as a key determinant in reducing absenteeism.

In Kenya, Ngugi et al. (2022) found that NGOs with work-life balance programs experienced a 25% decline in absenteeism. A regression analysis revealed that such policies reduced

absenteeism odds by 35% (OR = 0.65,  $p < 0.05$ ), illustrating their importance in fostering employee retention and presence.

Mukasa and Nakimera (2023) studied work-life balance in Ugandan NGOs and reported a 28% reduction in absenteeism for employees with flexible schedules. A bivariate analysis found a moderate negative correlation ( $r = -0.40$ ,  $p = 0.02$ ), underscoring that balancing work and personal life plays a significant role in attendance consistency.

## **CHAPTER THREE:**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter outlines the research methods employed to meet the study's objectives. According to Yuko and Onen (2008), research methodology refers to a detailed and systematic procedure designed to achieve a research goal. It serves as a strategic plan that guides researchers in collecting, processing, and analyzing data in a way that ensures the research question is addressed effectively, objectively, economically, and accurately.

The methodology discusses the research design, area of study, sources of information, population and sampling techniques, variables definitions and measurement levels, data collection procedures, instruments used for data collection, quality control measures, data processing and analysis techniques, ethical considerations, and any methodological constraints encountered during the research process. This comprehensive discussion aims to ensure the reliability and validity of the study's findings, allowing for potential replication by other researchers.

#### **3.2 Research Design**

Amin (2005) defines a study design as the framework or blueprint followed to conduct a research study. This study employed a cross-sectional research design and a quantitative approach to examine the effect of work benefits on employee absenteeism in Christian organizations in Jinja District, Uganda.

The cross-sectional design was suitable for capturing data on employee absenteeism and perceptions of work benefits at a specific point in time. This design facilitated an efficient and systematic analysis within the time and resource constraints of the study. Additionally, the quantitative approach was used to obtain standardized, quantifiable data regarding employee absenteeism and associated work benefits within Christian NGOs in Jinja District. This method

was effective for gathering data on attitudes, opinions, and behaviors from a large sample in a structured and efficient manner (Bryman, 2016).

### **3.3 Study Population**

According to Mugenda and Mugenda (1999) and Sapsford (1999), population refers to the entire set of individuals, events, or objects with observable characteristics relevant to research findings. The study population consisted of 366 Christian organizations within Jinja District, Uganda according to Uganda Bureau of Statistics (2024). These organizations included Christian based institutions engaged in providing various social services such as education, healthcare, and community development. These Christian based institutions acted as the unit of analysis while the unit of inquiry were the managers, administrators, health workers and teachers in these Christian based institutions.

### **3.4 Sample size determination**

The sample size consisted of 186 Christian based institutions, determined according to the sample size determination table provided by Krejcie and Morgan (1970) and one questionnaire was administered per institution. This ensured the sample was statistically representative of employees from registered Christian NGOs in Jinja District.

### **3.5 Sampling techniques and Procedure**

This study used stratified random sampling to select employees from Christian NGOs in Jinja District. This was done by dividing the population into homogeneous subpopulations called strata and for this case Christian based organizations will be put together in a stratum. Finally, simple random sampling was used within each category to select individual organizations and employees, ensuring unbiased and representative participation. This approach provided a balanced sample that enhances the validity of the findings.

### **3.6 Sources of Data**

The study was a survey based on primary data. Data was collected using a close ended questionnaire. All questionnaires were delivered to the respondents and retrieved after a specific time.

### **3.7 Data Collection**

Data was collected using self-administered structured questionnaires. Only closed ended questions were used. A minimum of three and a maximum of four weeks was adequate for the respondents to fill the questionnaires.

### **3.8 Data collection methods**

This study used questionnaires the primary method for data collection. The structured questionnaire consisted of closed-ended questions and were distributed to employees of selected Christian NGOs via the Kobo platform.

### **3.9 Data Collection Instructions**

The key data collection instrument was structured questionnaire. It assessed various factors impacting employee absenteeism, such as work benefits for example salary, bonuses, health insurance, etc. The questionnaire mainly utilized a 5-point Likert scale to capture respondents' agreement or disagreement with each statement.

### **3.10. Validity**

Validity refers to the extent to which an instrument measures what it is intended to measure (Bryman, 2016). To enhance content validity, the questionnaire was developed based on existing literature and theoretical frameworks related to absenteeism and work benefits. Subject matter experts reviewed the questionnaire to ensure that all relevant dimensions of work benefits are covered and that questions are clear, appropriate, and comprehensive.

### **3.11 Reliability**

Reliability refers to the consistency and stability of the measurement instrument over time (Creswell, 2014). To ensure reliability of the research instrument, a Cronbach Alpha test will be

computed to determine consistency. According to (Nunnally, 1978), the reliability coefficients of 0.70 or more are considered good.

**Table 1: Reliability and Validity of the study**

	<b>Cronbach Alpha Coefficient</b>	<b>Items</b>	<b>Relevant items</b>	<b>Content Validity Index</b>
Financial benefits	.789	15	13	0.86
Non-financial benefits	.732	9	7	0.77
Employee absenteeism	.728	6	5	0.83
<b>Total</b>	<b>.749</b>	<b>30</b>	<b>25</b>	<b>0.82</b>

### 3.12 Measurement of variables

A self-administered questionnaire was provided for respondents to select a suitable response. Responses were anchored on a 5-point Likert scale ranging from “1= Strongly Disagree (SD) to 5= Strongly Agree (SA)”.

- a) **Financial Work Benefits:** Variables such as salary/wages, health insurance, paid leave, and performance incentives were used to measure financial work benefits. This scale measured the respondents' levels of agreement with statements regarding the satisfaction, adequacy, and fairness of these benefits. These draw from recommendations by Bryman (2016) on survey design, and examples of items assessing compensation from Saunders, Lewis, and Thornhill (2019), who emphasize capturing perceptions of benefit adequacy and equity.

- b) **Non-Financial Work Benefits:** Elements such as career development opportunities, recognition, and work-life balance, similarly were used to measure non-financial work benefits. The statements reflect constructs discussed by Fink (2017) in organizational behavior research, focusing on job satisfaction and employee retention factors.
- c) **Employee Absenteeism:** This variable was measured through self-reported data, including the frequency and reasons for absence. The questions were adapted from studies on absenteeism trends in organizational settings, such as those by Cascio and Boudreau (2016), which highlight the importance of contextualizing absenteeism within work benefits frameworks.

### **3.13 Data Processing, Analysis and Presentation**

The data collected was compiled, sorted, classified and entered into the computer and analyzed using the Statistical Package for Social Scientist (IBM SPSS Version 25). Quantitative data was generated from the questionnaires through data coding which was analyzed using computer packages to get descriptive statistics in the form of frequencies, percentages, mean variance and standard deviations in order to get general response to the questions. Pearson correlation analysis was applied to establish the relationship between study variables. Multiple regression analysis was used to determine the extent to which the independent variables predict the depended variable.

### **3.14 Ethical Considerations**

Confidentiality to the respondents will be assured that the purpose of the research is for accomplishing academic goals. The researcher will get an introductory letter from the university that will be presented to the respondents (Christian based institutions). Appointments will be made to determine the convenient time when the questionnaires will be administered. The researcher will seek permission from the administrators in charge before the questionnaires are

administered. After data collection and analysis, the questionnaires will be destroyed by shredding and burning.

### **3.15 Study limitations**

This study has several limitations. First, the focus on Christian NGOs in Jinja District may limit the generalizability of the findings. The results may not apply to NGOs or employees in other regions or sectors in Uganda, potentially limiting the broader applicability of the study.

Second, the study relies on self-reported data from structured surveys, which can introduce biases such as social desirability bias. Respondents may provide answers they believe are more socially acceptable rather than their true views or behaviors. Additionally, memory recall issues may affect the accuracy of responses related to absenteeism.

Another limitation is response bias. The study depends on voluntary participation, and those with strong opinions or experiences may be more likely to respond, which could lead to skewed results.

Lastly, external factors not addressed in the study, such as personal or family issues, could also influence absenteeism but are not measured here. Therefore, the study may not capture all potential factors contributing to absenteeism, focusing mainly on work-related benefits

## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

#### 4.0 Introduction

This chapter covers data analysis, interpretation and presentation of the research findings. The chapter includes; the background information relating to employee absenteeism in Christian organizations in Jinja district, Uganda that were studied, individual characteristics of respondents, correlation, multiple regression analysis. The study findings were presented in an effort to fulfill the research objectives below;

- a) To examine the relationship between financial work benefits and employee absenteeism in Christian organizations in Jinja District.
- b) To investigate the relationship between non-financial work benefits and employee absenteeism in Christian organizations in Jinja District

#### 4.1 Response Rate

The response rate was determined by (Total number of Respondents divided by the sample size)

$*100 = (135/186) * 100 = 73\%$  as indicated below in table 1

**Table 4.1: Response rate**

Target responses	Attained responses	Response Rate (100%)
186	135	73%

#### 4.2 Background characteristics

This includes the individual and organizational characteristics of the respondents as discussed below;

**Table 4.2. Distribution by Gender**

	<b>Frequency</b>	<b>Percent</b>
Male	83	61.5
Female	52	38.5
<b>Total</b>	<b>135</b>	<b>100.0</b>

**Source: primary data**

#### **4.2.1 Gender distribution**

The results in the table above indicate that of the 135 respondents, 83 (61.5%) were male, while 52 (38.5%) were female. This means that respondents were both male and female and therefore there was no gender bias.

**Table 4.2.2: Age distribution**

	<b>Frequency</b>	<b>Percent</b>
Below 20 years	4	3.0
21-30 years	55	40.7
31-40 years	26	19.3
41-50 years	43	31.9
51-60 years	4	3.0
Above 60 years	3	2.2
<b>Total</b>	<b>135</b>	<b>100.0</b>

**Source: primary data**

#### **4.2.2 Age distribution**

The results in the table above indicate that of the 135 respondents, majority 55 (40.7%) were aged between 21-30 years, 43 (31.9%) were aged between 41-50 years, 26 (19.3%) were between 31-40 years, 04 (3.0%) between 51-60 years, 04 (3.0%) below 20 years and 03 (2.2%) were above 60 years of age. Owing to the mode of operation. The results show that the majority of respondents were above 20 years old and mature enough to provide dependable answers.

**Table:4.2.3 Education level**

	<b>Frequency</b>	<b>Percent</b>
Certificate	15	11.1
Diploma	41	30.4
Professional	10	7.4
Degree	67	49.6
Masters	02	1.5
<b>Total</b>	<b>135</b>	<b>100.0</b>

**Source: primary data**

#### **4.2.3 Education level**

Additionally, as can be seen from the results above, most of the respondents had bachelors' degree 67 (49.6%), followed by diploma 41 (30.4%), 15 (11.1%) had certificates, professional course 10 (7.4%) and lastly masters 02 (1.5%). Therefore, the results show that all respondents were educated to be able to understand the questions on their own.

**Table 4.2.4: Longevity of service**

	<b>Frequency</b>	<b>Percent</b>
1-5 years	42	31.1
6- 10 years	20	14.8
11-14 years	38	28.1
Above 15 years	35	25.9
<b>Total</b>	<b>135</b>	<b>100.0</b>

**Source: primary data**

#### 4.2.4 Longevity of service

The results above reveal that majority of the respondents 31.1% have worked for the companies for between 1-5 years, 28.1% between 11-14 years, 25.9% had worked for 15 years and above while only a few of the respondents have worked for above between 6-10 years (14.8%). With the majority of respondents with more than 5 years of experience in NGOs activities, they are well knowledgeable to provide dependable answers

**Table 4.2.5: Distribution by department**

	<b>Frequency</b>	<b>Percent</b>
CD department	4	3.0
DT department	1	0.7
LSBA department	34	25.2
PCA department	29	21.5
TID	45	33.3
LAC	13	9.6
CGO	09	6.7
<b>Total</b>	<b>135</b>	<b>100.0</b>

**Source: primary data**

#### 4.2.5 Distribution by department

the results in the table above show that majority of the respondents worked in TID department 45 (33.3%), followed by LSBA 34 (25.2%), PCA 29 (21.5%), LAC 13 (9.6%), CGO 9 (6.7%), CD 4 (3.0%) and lastly DT department 01 (0.7%).

**Table:4.2.6 Current position in the company**

	<b>Frequency</b>	<b>Percent</b>
Officer	59	43.7
Middle manager	40	29.6
Supervisor	17	12.6
Top manager	11	8.1
Others	08	5.9
<b>Total</b>	<b>135</b>	<b>100.0</b>

**Source: primary data**

#### **4.2.6 Current position**

The majority of the respondents as shown in the table above are officers 43.7%, followed by the middle managers 29.6%, supervisors at 12.6%, top managers at 8.1% and those in other positions 5.9%. The results are reliable as the majority (73.3 percent) of respondents were officers and middle managers who are directly concerned with day-to-day activities.

#### **4.3 Correlation Analysis**

The Pearson (r) correlations coefficient was employed to investigate the relationship between the study variables, Table. 9 below shows the results of the correlation analysis.

**Table:4.3 Correlation results**

<b>Study variables</b>	<b>Mean</b>	<b>S.D</b>	<b>1</b>	<b>2</b>	<b>3</b>
Financial benefits (1)	2.0444	.20865	1.00	1.00	
Non-financial benefits (2)	1.9136	.07010		-.076	
Employee absenteeism (3)	1.9704	.17019	-.386**	-.355**	1.00

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

### **4.3.1 Relationship between financial benefits and employee absenteeism**

The results in Table 9 above show a negative and significant relationship between financial benefits and employee absenteeism of Christian organizations in Jinja district ( $r = -.386^{**}$ ,  $p < .01$ ). This implies that any increase in financial benefits will lead to a decrease in employee absenteeism. This is in line with the previous studies of Keller and Lehmann (2020) who found that employees earning below the national median wage were 1.8 times more likely to be absent from work due to dissatisfaction and stress. Additionally, the study revealed that a 10% increase in wages reduced absenteeism by approximately 12%, controlling for other factors such as job type and working conditions. Similarly, another study in Nigeria by Adeniyi and Onifade (2021) reported that employees with stagnant wages were 2.3 times more likely to report absenteeism compared to those who received annual increments. This therefore shows how increase in financial benefits in terms of salaries, bonuses, health insurance and performance incentives can lower employee absenteeism in Christian organizations in Jinja district.

### **4.3.2 Relationship between non-financial benefits and employee absenteeism**

The results in the table above show a negative and significant correlation between non-financial benefits and employee absenteeism ( $r = -.355^{**}$ ,  $p < .01$ ). This means that any increase in non-financial benefits translates into a decrease in employee absenteeism in Christian organizations in Jinja district. This concurs with the previous studies of Mahlangu et al. (2022) who investigated the role of career development initiatives in NGOs. Employees who accessed training and development opportunities reported 18% fewer absenteeism incidents. The same study reported a significant negative correlation ( $r = -0.38$ ,  $p = 0.03$ ), emphasizing that investing in employee skills significantly reduces absenteeism. Similarly, in Ghana, Oduro and Mensah (2021) reported a 15% reduction in absenteeism rates due to effective employee recognition systems. The study found a significant negative correlation ( $r = -0.35$ ,  $p < 0.05$ ), with employees citing appreciation as a key motivator for attendance and dedication. These studies are in line with this study that asserts that an increase in non-financial benefits reduce employee absenteeism in Christian organizations in Jinja district.

## **4.4. Regression Analysis**

The regression analysis was applied as reflected in table 10 below to examine the level at which an increase in the predictor variables such as financial benefits and non-financial benefits can predict a decrease in employee absenteeism in Christian organizations in Jinja district.

**Table 4.4 Regression results for employee absenteeism**

	Model 1		Model 2		Sig	t. value	Collinearity	
	B	beta	B	beta			Tolerance	VIF
<b>Constant</b>	<b>2.620**</b>		<b>4.468**</b>			<b>19.377</b>		
<b>Financial benefits</b>	-.318	<b>-.386</b>	-.342	-.416	<b>.000</b>	-4.830	1.000	1.000
<b>Non-financial benefits</b>			-.939	<b>-.387</b>	<b>.000</b>	-5.291	.994	1.006
R		.386		.546				
R <sup>2</sup>		.149		.298				
Adjusted R <sup>2</sup>		.143		.287				
R <sup>2</sup> change		.149		.149				
F. Statistic		23.325		27.992				

**Dependent variable: Employee Absenteeism**

**Source: Primary data**

In the table above, the results indicate that, financial benefits and non-financial benefits account for 28.7% of the variance in the reduction employee absenteeism of Christian organization in Jinja district (Adjusted R Square =.287). Notably, other factors outside this study can account for the remaining percentage variance in the reduction of employee absenteeism in Jinja district.

In model 1, when financial benefits were introduced in the equation, the results indicate that an increase in financial benefits significantly predict a reduction in employee absenteeism ( $\beta = -.386$ ,  $t = -4.830$ ,  $p < 0.01$ ). This means that any increase in financial benefits in line with salaries, health insurance, paid leave and performance incentives significantly predicts a decrease in employee absenteeism. This study concurs with Mugisha and Lwanga (2023) who investigated the role of paid leave in employee absenteeism within Ugandan NGOs. Their study indicated that paid leave policies were associated with a 20% reduction in absenteeism rates. Also in Uganda, a study by Namanya and Omoding (2022) examined the impact of health insurance on absenteeism among NGO employees. Findings indicated a negative correlation ( $\beta = -0.37$ ,  $p =$

0.03) between health insurance access and absenteeism rates. Employees with insurance were 1.5 times more likely to attend work consistently.

When non-financial benefits were introduced in the equation, the results indicate that an increase in non-financial benefits moderately predict a decrease in employee absenteeism ( $\beta = -.387$ ,  $t = -5.291$ ,  $p < 0.01$ ). This means that any increase in non-financial benefits in terms of career development skills, recognition and work life balance significantly decreases employee absenteeism by  $-.387$ . This study agrees with, Mukasa and Nakimera (2023) who studied work-life balance in Ugandan NGOs and reported a 28% reduction in absenteeism for employees with flexible schedules. A bivariate analysis found a moderate negative correlation ( $\beta = -0.40$ ,  $p = 0.02$ ), underscoring that balancing work and personal life plays a significant role in attendance consistency.

The results obtained in multiple regression in chapter four formed a basis of discussing the research objectives, drawing conclusions and recommendations as well as proposing areas of further research as seen in chapter 5 below;

## **CHAPTER FIVE**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter discusses conclusions, recommendations, and areas for further research are suggested.

#### **5.1 Conclusion**

The researcher concluded based on the findings of the study that financial and non-financial benefits reduce employee absenteeism in Jinja district. Remuneration and medical care significantly influence employees' job performance in Christian organizations in Jinja district to a very high extent. It is therefore imperative that administrators of these organizations put in place measures for improving workers' welfare packages for improved employee job performance.

The study underscores the need to address the issue of employee absenteeism in the Christian organizations, especially in Jinja district. It is believed that when the factors that promote employee absenteeism like paid leave, performance incentives, increased salaries and wages, recognition and career development are considered and addressed, they will have a corresponding effect on limiting absenteeism in the organizations, and will also help to promote healthy relationships and a good organizational culture, which are necessary requirements for the organization's effectiveness and efficiency. Reducing employee absenteeism will undoubtedly have a positive impact on increasing the level of employee morale, employee satisfaction, and employee performance, as well as improving service delivery.

#### **5.2 Recommendations**

Based on the findings of this study, timely implementation of a number of crucial measures is essential for successful employee absence management. To help companies achieve their major

goals and objectives while simultaneously taking preventative measures to adapt to the incredibly rapid changes happening in the business environment, this study offers a series of recommendations.

- Workers should be given the chance to express their concerns and have an open discussion about the issues at their place of employment rather of holding their feelings in for a long time. The company's management needs to make this possible. Maintaining a climate where employers may communicate with employees in a sincere, open, and trusting manner is crucial, and this environment must be protected at all costs. Making sure that each employee is treated with an appropriate degree of fairness and empathy is of the utmost importance.
- The Christian organizations in collaboration with other supervising agencies, should establish comprehensive medical care programmes or partnerships with healthcare providers. These programmes should include regular health check-ups, medical insurance coverage and timely access to medical facilities, ultimately enhancing employees' well-being and job performance by addressing health concerns. By doing so they will be reducing on employee absenteeism.
- The Christian organizations should consider revising salary structures, providing performance-based incentives and offering competitive compensation packages. This can help attract and retain talented employees while motivating them to deliver their best in their work places.
- To devise methods for reducing employee absenteeism, maintain accurate absence records and conduct an analysis of the causes of absence.

### **5.3 Areas of further research**

One of the study's flaws is that it doesn't include any data on Human Resource Management strategies. These strategies have shown to considerably reduce absenteeism and boost employee involvement. Yet, we failed to collect data on such activities. It is for this reason that empirical studies of absenteeism would benefit greatly if it emphasizes the incorporation of human resource practices. Therefore, further research should be done basing on the human resource management practices.

The sample size was small and limited to only Christian organizations in Jinja district, and not generalized to regions and districts of the country in order to get a clear picture of the causes of employee absenteeism. Therefore, further research should be carried out in the different regions with in the country to get a clear picture of the causes of employee absenteeism.

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## 15.0 Appendix I: Questionnaire

### UGANDA CHRISTAIN UNIVERSITY

#### QUESTIONNAIRE

Dear Respondent,

I am **Asana Esther**, carrying out a research study on **Work Benefits and Employee Absenteeism in Christian Organizations in Jinja District, Uganda**. which is an academic requirement for the award of a degree of Master of Business Administration of Uganda Christian University. Because of your expertise in this field, you have been chosen to answer this survey questionnaire. Your viewpoint matters, but there is no right or wrong response. The information gathered will be kept completely private and used exclusively for academic purposes. We really appreciate your participation.

#### SECTION. A

1. What is your Gender?

Gender	Male	Female
Tick	1	2

2. What is your Age group?

Age Group (Years)	Under 20	21-30	31-40	41-50	51-60	Above 60
Tick	1	2	3	4	5	6

3. What Educational level did you attain?

Educational level	Certificate	Diploma	Professional	Degree	Masters'	PhD
Tick	1	2	3	4	5	6

4. For how long have you worked in your current NGO?

Years worked at current NGO (years)	Less than 1 year – 5 years	6 – 10 years		More than 15 years
Tick	1	2	3	4

5. In which department do you work?

Department	CD	DT	LSBA	PCA	TID	IAC	CGO
Tick	1	2	3	4	5	6	7

6. What is your Current position in the organization?

Current Position	Officer	Middle Manager	Supervisor	Top Manager	Others
Tick	1	2	3	4	5

**Section B: Employee Absenteeism**

Please rate on a scale of 1-5, your observed employee absenteeism in your NGO, based on:

5 = Strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly disagree

<b>Code</b>	<b>Item. Employee Absenteeism</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
<b>EA</b>	<b>Employee Absenteeism</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>EA1</b>	Our institution does not entertain employee absenteeism.					
<b>EA2</b>	I rarely take unplanned days off due to work dissatisfaction.					
<b>EA3</b>	The work benefits provided by my employer reduce my likelihood of absenteeism.					
<b>EA4</b>	Overall, the work benefits I receive motivate me to perform better.					
<b>EA5</b>	Employee absenteeism encourages laziness in the organization					
<b>EA6</b>	I feel valued for the contributions I make to the company.					

**SECTION B: Financial Benefits**

Please rate on a scale of 1-5, the financial benefits you get from your NGO monthly on the basis of 5 = Strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly disagree

<b>Code</b>	<b>Financial Benefits</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
<b>S</b>	<b>Salary/Wages</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

<b>S1</b>	The salary I receive allows me to meet my financial needs comfortably.					
<b>S2</b>	My salary is sufficient for the standard of living I expect.					
<b>S3</b>	I feel that the compensation I receive aligns well with the responsibilities of my role.					
<b>B</b>	<b>Bonuses</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>B1</b>	I am satisfied with the frequency and number of bonuses provided by the company.					
<b>B2</b>	The performance bonuses I receive encourage me to enhance my work performance.					
<b>B3</b>	Bonuses are an important factor that influences my overall job satisfaction.					
<b>HI</b>	<b>Health Insurance</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>HI 1</b>	The company's health insurance plan provides sufficient coverage for me and my family.					
<b>HI 2</b>	I feel confident in the health insurance options provided by my employer.					
<b>HI 3</b>	The health insurance benefits offered by the company contribute to my overall job satisfaction.					
<b>PL</b>	<b>Paid leave</b>					

<b>PL1</b>	The amount of paid leave offered by the company allows me to maintain a healthy work-life balance.					
<b>PL2</b>	I rarely need to worry about taking time off for personal reasons, thanks to the paid leave policy.					
<b>PL3</b>	I feel comfortable taking leave when needed without concern about job security.					
<b>PI</b>	<b>Performance Incentives</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>PI 1</b>	The performance incentives offered by the company motivate me to consistently improve my work performance.					
<b>PI 2</b>	I believe that the company's performance incentives are a fair reflection of my efforts.					
<b>PI 3</b>	Performance incentives are a strong motivating factor for me to exceed my targets.					

### SECTION C: Non-Financial Benefits

Please rate on a scale of 1-5, the non-financial benefits you get from your NGO monthly on the basis of: 5 = Strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly disagree

<b>Code</b>	<b>Non-Financial Benefits</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
<b>CD</b>	<b>Career Development Benefits</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>CD1</b>	I am provided with ample opportunities to improve my skills and grow professionally.					

<b>CD2</b>	The company actively supports my career development through training and education programs.					
<b>CD3</b>	Career development opportunities at this company motivate me to stay and perform well in my role.					
<b>R</b>	<b>Recognition</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>R1</b>	I feel valued for the contributions I make to the company.					
<b>R2</b>	Recognition from my supervisor makes me feel motivated to perform at my best.					
<b>R3</b>	I often receive positive feedback for my efforts, which boosts my motivation.					
<b>WB</b>	<b>Work-life Balance</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>WB1</b>	I can manage both my personal and professional commitments without significant difficulty.					
<b>WB2</b>	I rarely feel overwhelmed by work because the company allows me to maintain a healthy balance.					
<b>WB3</b>	The flexibility in my work schedule helps me take care of personal matters without impacting my job performance.					

**Thanks for participating**