

**ASSESSING THE IMPACT OF EMPLOYEE BENEFITS ON PERFORMANCE AT  
KUMASI METROPOLITAN ASSEMBLY**

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**A DISSERTATION SUBMITTED TO THE CHRISTIAN SERVICE UNIVERSITY  
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## DECLARATION

We hereby declare that this project work is the results of our original piece of research work conducted between October 2012 and May 2013; under the supervision of Mrs. Evelyn Owusu Frimpong, Of the Department of Business Administration, Christian Service University College, Kumasi

In instances where references of other people's work have been cited, full acknowledgements have been made. This work was never submitted in whole or part to any institution(s) for any Award(s)

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## **ABSTRACT**

Many factors contribute to an organization's success in accomplishing its mission and objectives, but none more than the employer's greatest assets, "an effective and efficient employee". A high performing organization relies on an active work force with the required talent, multi-disciplinary knowledge, advance skills and the benefit that motivate them to work more efficiently and effectively to achieve organizational goals. A high performing organization is one with well defined benefit package that influence employees to perform at their highest best in their quest of meeting organizational goals. The objective of this research is to assess and revise at present the impact of employee benefits on performance in the organization. The organization in focus is the Kumasi Metropolitan Assembly (KMA). The study would employ a qualitative method of data collection which included questionnaire, interviews as well as personal observation where possible. This research used the non-probability sampling method and employed the quota sampling. The aim of the research is to assess the impact that employee benefits has on employees in the performance of their work at the local government service. But deductions from the Human Resource Manager's responses coupled with the findings and observations of the researchers suggest that employee benefits had no significant impact on performance.

## **DEDICATION**

We dedicate this project to the Mr. Owusu Frimpong of Blessed Memory, The late husband of Mrs. Evelyn Owusu Frimpong ( our beloved lecturer)

“Mama” we are with you in spirit. Stay strong and God is your guide.

## **ACKNOWLEDGEMENTS**

We give special thanks to the Almighty God for his guidance and protection from the inception of this project to a successful end.

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Finally we say a big thank you all of us who took part in this research, it is your bit that saw us through. You have all played your part well. “Ebenezer” Thus far we’ve come.

Thank you all for your support.

# CHAPTER ONE

## Introduction

### 1.0 Background of the Study

According to Armstrong, M. (2009), Employee Benefits are elements of remuneration given in addition to the various forms of cash pay. They also include items that are not strictly remuneration such as annual holidays, and Milkovich and Boudreau (2009) define employee benefit as the indirect form of total compensation. They include paid away time from work, insurance and health protection, employee services and retirement income.

Benefits form part of the five key elements that constitute Total Reward Package. Thus Compensation, Work-Life Balance, Performance & recognition, development & Career Opportunities and *Benefits*. (Worldatwork, 2010)

The range and scope of employee benefits are growing rapidly and the products that are available in today's – and tomorrow's – benefits market has the potential to impact on nearly every aspect of an employee's life.

It is contained in the 2012 budget statement of the government of Ghana that, the government has increased the benefits package allocated to his employees in the public sector. The report indicated the civil rights, the fiduciary rights and the mandatory benefits that are being implemented by the government. (Ministry of finance, (2012))

The fiduciary rights took into consideration the benefits allocated to employees towards retirement, thus government increasing the contribution to its employees towards pension.

The civil rights specifies that benefits should not be based on colour, sex, race, religion or political affiliation. Meaning employee benefits within the public service should not be discriminatory, and must be assessed by all provided the employee is entitled to that particular benefit.

For some time now, the good people of Ghana have shown a great deal of interest in the activities of the public service, and this has resulted in the service coming under constant criticisms from the public with regards to the attitude and commitment of employees of the public service in discharging their duties.

Hence, the adoption of the Kumasi Metropolitan Assembly (KMA) for this research.

The KMA is under the local government services, which is an arm of the public service of the Country. The KMA is responsible for the general development and well being of the Kumasi metropolis which include ensuring that the metropolis is clean and free from any sanitation hazard which could lead to health problems, they are also responsible for the supervision of school projects, district health centers, recreational facilities within the metropolis, granting of building permits, to mention but a few.

In view of this increment and the attitude to work of workers in the public service, the question that often comes to mind is “Does these benefits have any significant impact on the economic and social lives of these employees which could translate into satisfaction leading to a higher performance?”

For answers to such a question, a research of this nature ought to be undertaken to find verifiable and concrete proof of the impact of these benefits on employee job satisfaction leading to performance at KMA.

## **1.1 Statement of the Problem:**

Most employers around the world are giving different kinds of benefits to their employees. The question is why is it so? Is it because they are mandated to do so? Or they think these will motivate employees to achieve organizational goals? But in any case, are these benefits really what the employees need?

This research has its roots in the dissatisfaction of the public servants' employment benefits over the years. Though every government tries to increase these benefits to some extent, it seems these are not having the intended impact in the public service. It is apparent also to most observers that these benefits do not motivate employees at the public service.

Therefore the problem is how employment benefits impact on employees at the local government service, precisely the Kumasi Metropolitan Assembly (KMA). It will also identify the future of benefits in the public service of Ghana in general.

## **1.2 Research Objectives**

The research objectives for the study are divided into two. The general objective and the specific objectives.

### **1.2.1 General Objectives**

The general objective of the study is to assess the effects of employee benefits on employee performance at KMA.

### **1.2.2 Specific Objectives**

The specific objectives of the study are as follows;

- To identify the types of employee benefits at KMA
- To find out the perception of employees about the benefits they receive
- To assess the impact of these benefits on employees performance at KMA?

### **1.3 Research Questions**

- a. What types of employee benefits are at KMA?
- b. What is the perception of employees about the benefits that they receive
- c. How does benefit impact on employee performance at KMA?

### **1.4 Significance of the Study**

Every research has its purpose and this study is no exception. The purpose of this research highlights the reimbursement that the organization, the employer and the employees enjoy through the employment contract. Through this study, the importance of organizations establishing employee benefits will be brought to bear.

Again the relationship that exists between employees and employers in relation to employment benefits will be enhanced.

Other purpose of this study is to explore the social reality of the impact of employee benefit by providing reliable and well documented information, the bases for critique and test theories propounded on employment benefits.

## **1.5 Scope of The Study**

The research would cover the entire Kumasi Metropolitan Assembly (KMA) organization. It would cover all the benefits packages that available to the workforce .There would not be any discrimination whatsoever. The researchers want to eliminate bias and be as objective as possible.

## **1.6 Limitations of the Study**

The researchers encountered a lot of challenges in the course of this study. But in spite of all the challenges we were resilient and managed to do the best we could under the circumstances. Among the challenges encountered are;

Access to information or data was one of the major limitations we had to contend with.

A lot of employees refused to respond to the questionnaire.

Those employees who responded to the questionnaire either gave a partial answer or an entirely wrong answer to the question.

We had no option than to do with the answers given by the respondents.

Employees of the Kumasi Metropolitan Assembly were scattered, and we had chase them in town to administer the questionnaire. This was a very tedious exercise.

## **1.7 Organization of the study – Chapter Disposition**

The organization of study is the Kumasi Metropolitan Assembly, and the structures of the research are as follows;

## **Chapter One            Introduction**

1.0     Background Of the Study

1.1     Statement of the problem

1.2     Research Objectives

1.3     Research Questions

1.4     Significance of the study

1.5     Scope of the study

1.6     Limitations of the study

1.7     Organization of the study

## **Chapter Two           Literature Review**

2.1     Introduction

2.2     Types of Benefits

2.3     Requirements For a Sound Benefits

2.4     Employer objectives and Strategies

2.5     Employer Services

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2.8     Monitoring Future Benefits Obligations

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## **Chapter Three                      Methodology**

- 3.1     Introduction
- 3.2     Study Area and The Population size
- 3.3     Sample Size
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## **Chapter Four                      Discussion/Data Analysis**

- 4.1     Introduction
- 4.2     Data Analysis
- 4.3     Background Of Benefits
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## **Chapter Five Findings, Conclusion and Recommendations**

- 5.1     Introduction
- 5.2     Findings
- 5.3     Conclusion
- 5.4     Recommendation

## **CHAPTER TWO**

### **Literature Review**

#### **2.1 Introduction**

Every organization plans how it will deal with the benefits package that employees will have as part of the total compensation. However different employees have different needs of benefit, therefore employers need to review their benefits package to see whether they fit for the needs of employees.

The range and scope of employee benefits are growing rapidly, but for benefits to make a positive impact on an individual, the individual first needs to be aware of and understand the benefits their employer currently offers.

Though employee benefit forms part of the total reward package, employee benefits have a unique state. First, it has to answer the question of legal compliance. Though, direct compensation is subject to some government regulation, the scope and impact of benefit is far greater. Certain benefits, such as social security are mandated by law. Others such as pension and savings plans, even though not mandated, they are subject to significant regulation or must meet certain criteria to achieve the most favorable tax treatment.

The greater involvement of government in the scope and range of employee benefit decision, reflects the vital role employee benefits play in maintaining economic security.

Another unique aspect of benefits is that, they become institutionalized as organizations offer them. Providing medical and retirement benefits of some sort become almost obligatory for many employers. Major employers that do not offer

such benefits to their employees are rare and might as well find it very difficult to attract and retain a high qualified workforce.

Furthermore, the complexity of employee benefits is unique as compared with the other forms of compensation. It is relatively easy to understand the value of money, but not as part of the benefit package.

The value of medical insurance, pension provision, disability insurance, ect, ect are rare and difficult to grasp as compared with one's salary. Fundamentally, most employees are not aware of the benefits available to them, and in cases when they do, they do not appreciate the value or even how to use them.

## **2.2 Types of Employee Benefits**

Employee benefits are categorized into two main types. There are some types of employee benefits that are mandated by law, including minimum wage, overtime, leave under the Family Medical Leave Act, unemployment, and workers compensation and disability. There are other types of employee benefits that employers are not required to offer, but choose to provide to their employees.( Hazard Pay, Health Care, Paid Holidays, Severance Pay, Vacation Leave, Sick Leave, Work Breaks and Meal Breaks) These types of employee benefits are offered at the discretion of the employer or are covered under a labor agreement, so they will vary from company to company.

### **2.2.1 Medical Insurance**

Medical insurance, as an employee benefit, covers the costs of physician as well as the surgeon fees, prescription drugs, and hospital rooms. Besides, dental and optical care might also be offered as a part of an overall benefits

package. It might also be offered as individual pieces. Also, coverage can, many a times, include the employee's family. (Beam and McFadden, 2004)

### **2.2.2 Disability Insurance**

Disability insurance replaces whole or a part of income which is lost in case a worker is not capable of doing the job due to illness or injury. The disability insurance can be divided into two main categories namely, short-term disability and long-term disability.

Short-term plans typically provide benefits for six months or less, at which point long-term plans take over, potentially covering the person for life. (Beam et al. 2004)

### **2.2.3 Life Insurance**

Life insurance protects the family of the employee in case of his death. These benefits are paid in one single installment to the policy beneficiaries. (Beam et al. 2004)

### **2.2.4 Paid time off**

The paid time off is earned by the employees while working. The most common types of this employee benefit include holidays, vacation leave, and sick leave. (Beam et al. 2004)

### **2.2.5 Fringe benefits**

Different types of non-cash payments are used to attract and hold talented employees. These benefits are referred as fringe benefits and include tuition

assistance, child-care benefits, non-production benefits, and flexible medical or child-care spending accounts. (Beam et al. 2004)

### **2.2.6 Retirement benefits**

Retirement benefits are funds which are set aside to avail people with a pension or income after the ending term of their career. The common categories fitting in retirement plans include defined benefit plans and defined contribution plans. Pension entitlement is funds received by employees on retirement in relation to the size of funds accumulated by the combined contributions of the employer and the employee, the rate of return on the investment of the accumulated fund and the rate of return on an annuity purchased by the employer. (Beam et al. 2004)

### **2.2.7 Unemployment Insurance**

Established by the 1935 Social Security Act in America, this program has four major objectives

- (1) To offset lost income during involuntary unemployment
- (2) To help unemployed workers find new jobs
- (3) To provide incentives to employers to stabilize employment, and
- (4) To preserve investment in workers' skills by providing income during short-term layoffs (which allow workers to return to their employer rather than start all over with another employer). The unemployment insurance program is financed largely by federal and state taxes on employers. A very important feature of the unemployment insurance program is that the state does not

impose the same amount of tax on every employer. The tax rates vary depending of the size, profitability ratio and experience rating of the company.

Employers that have a history of laying off a large share of their workforce pay higher taxes than those who do not. In some state, an employer that has had very few layoffs may pay no state tax. In contrast, an employer with a poor experience rating could pay a tax as high as 5 – 10 percent, depending on the state. Unemployed workers are eligible for the benefits if they are;

- (a) Have prior attachment to the workforce (often 52 weeks or four quarters of work at a minimum level of pay)
- (b) Are available for work
- (c) Are actively seeking for job (including registering at the local unemployment office)
- (d) Were not discharged for as a result of misconduct, did not quit voluntarily and are not out of work because of a labour dispute.

Because unemployment insurance is in effect legally required, the discretion of employers and management is limited. The main task is to keep its experience rating very low by avoiding unnecessary layoff's of its workforce. (Beam et al. 2004)

### **2.3 Requirements for a Sound Benefits Program**

The reasons behind an organization's decision to offer employee benefits are varied, as is evident in AIG UK Benefits' research findings. (Nov. 2007 – Jan. 2008) The

wide-ranging reasons why organizations offer benefits can be linked closely to the culture of an organization; for example, to support other HR policies and initiatives, such as employee well-being and fitness within the

workplace. However, regardless of the reasons why benefits are offered, it is fair to say that the selection of which benefits to offer is complicated and time-consuming and that, to be done effectively, cannot be rushed or undertaken without consultation and considerations throughout the business.

### **2.3.1 Establishing Specific Objectives**

Like any other component of the HR program, employee benefits program should be based on specific objectives. These objectives are mostly derived from and in line with the mission statement of the organization and depending on other factors such as the philosophy of the organization, the cooperative culture, the stage in the life cycle of the organization, the size, location, degree of unionization and profitability of the organization.

Moreover, these objectives must be considered within the framework of cost containment, a major issue in today's HR programs.

A well defined and sound employee benefit program should be flexible, and this involves a careful consideration of the various benefits packages by management, the estimated cost of each benefit and the ability of the organization to sustain such programs in terms of cost and ability to pay.

### **2.3.2 Allowing for employee input/ involvement**

Before benefits are introduced in an organization, it is very necessary to consult the very employees who are the beneficiaries of the program to come

on board with their inputs. This ensures the involvement and satisfaction of the employees in the formulation of the program. It also ensures commitment on the part of beneficiary employees and hence the intended purpose of the program moving on the right direction or path.

### **2.3.3 Providing for Flexibility**

To serve the intended purpose, employee benefits programs must be flexible. Thus, having the room to accommodate the individual needs of employees, being able to reflect the changes that are continually occurring within our society. The changes in the composition and lifestyle of the workforce coupled with changing/shifting needs of employees should be considered by tailoring the benefit programs to suit the specific needs of employees.

Again, flexible benefit schemes (sometimes called 'cafeteria systems') allow employees to decide within certain limits, on the make-up of their benefits package. Such schemes provide for a choice within benefits or a choice between benefits. An employee is allocated an individual allowance to spend on benefits. This allowance can be used to switch between benefits, to choose new ones or alter the rate of cover within existing benefits.

### **2.3.4 Communicating Employee Benefits**

For benefits to make a positive impact on an individual, the individual first needs to be aware of and understand the benefits their employer offers.

However, to communicate the advantages, scope and potential impact of employee benefits

successfully, organizations themselves need to understand their people, what they want from their employers. (CIPD, 2007)

The true measure of a successful benefits program is the degree of trust, understanding and appreciation it earns from the employees. A wide variety of methods are used in communicating to employees these days. Example being face –to-face interactions, employee handbooks, news bulletin, memos, notice boards, company magazines, induction , newsletters ect. But the employer ought to choose the most effective medium to reach out to the employees, and making sure there is a channel for feedback, thus ensuring effective communication resulting in understanding of the benefits program by majority of the employees.

Again, new self-service technologies have made it possible for employees to gain information about their benefits plans, enroll inn their plans of choice, change benefits coverage or simply inquire about the status of their various benefits accounts without even contacting an HR representative.

Effective communication of benefits information to employees is critical if employees are to realize sufficient returns on their benefits investments. Research has shown that current employees and job applicant often have a very poor idea of what benefits provisions are already in place and cost or market value of these benefits. Organizations can help remedy the problem of employee and applicants' lack of knowledge about benefits.

## 2.4 Employer Objectives and Strategies

Although the regulatory environment places some important constraints on some benefits decisions, employers retain significant discretion and need to evaluate the payment of such decisions. As discussed earlier, however, this evaluation needs to recognize that employees have certain expectations from employers, and as such employers who are not able to meet these expectations run the risk of violating what is been called an “*implicit contract*”. If employees have the feeling that their employers care less or little about their welfare, it affect commitment and output at the work setting. So employers ought to make sure that there are strategies well defined to sustain the trust employees have in them in relation to decisions about their benefits.

### 2.4.1 Cost Control

In thinking about cost control strategies, it is useful to consider several factor. First, the larger the cost of a benefit category, the greater the opportunity for savings. Secondly, the growth trajectory of the benefit category is also important. Even if cost levels are currently acceptable, the rate of growth may pose serious cost problems in the future.

Cost containment efforts can work only when the employer has some significant discretion in choosing how much to spend on a benefit category. Most of the cost associated with the legally mandated benefits like social security is relatively fixed, and these constrain the cost reduction efforts by management.

Benefits such as medical insurance and other insurance stands out as a target for cost control. and this growth is expected to continue. With these in mind, employers have many options in tackling cost whilst improving quality.

#### **2.4.2 Health Care: Controlling Cost and Improving Quality**

In Ghana, the percentage of full-time employees receiving job related health care benefits has declined drastically with the introduction of the national health insurance. In the United State of America, over forty million Americans were not insured as of 1999, according to a report by the AIG. The United States compares poorly with Japan and Western Europe countries on measures of life expectancy and infant mortality.

Unlike workers in the western European countries who have national health insurance systems, the majority of Americans benefiting from the health insurance, get it through their employers (or a family member). Consequently, health insurance, like pensions, discourages employee turnover, because not all employers provide the health insurance benefit to their employees.

The efforts in controlling cost and improving quality and coverage undertaking by employers is broadly referred to as managed Health Care, fall into six major categories, namely:

(1) Plan design,(2) Use of alternative Providers,(3) Use of alternative funding methods, (4) Claims review, (5) Education and Prevention and (6) External Cost control systems.

A trend in the plan design has been to shift cost to employees through the use of deductibles, coinsurance, exclusions and limitations and maximum benefits.

These costs are structured such that employees act on incentives by shifting to less expensive health insurance plans.

The use of alternative providers like the National Health Insurance and the preferred Provider organizations has also increased. The National Health Insurance (NHI) (Capitation) differ from the traditional providers, by focusing on preventive care and outpatient treatment, requiring employees to use NHI services rather than the traditional providers, by providing benefits on prepaid basis. A flat rate is paid to the physicians instead of the traditional fee-for – service system, this reduces the possibility of physicians scheduling more patients visits or medical procedures than might be necessary. The tailored programs obtain baseline measures on various indicators (weight, blood pressure, lung capacity ect, ect.) and measure individual progress relative to these indicators over time. The program set goals and provide small, symbolic rewards to individuals who meet their goals.

### **2.4.3 Employee Wellness Programs**

Employee wellness programs (EWPs) focuses on changing behaviors of employees both on and off the job that could lead to future health problems. EWPs encourage preventive medicine and healthy living lifestyles. It attempt to manage health care cost by decreasing risk of employees falling sick. The program typically aims at specific health risk ailment such as high blood pressure, high cholesterol levels, high blood sugar levels, smoking, drinking and obesity. They also try to promote positive healthy living such as regular physical exercise, good nutritional diet ect.ect.

EWPs are either passive or active. Passive programs use little or no outreach to individual employees, nor do they provide ongoing support to motivate them to use the resources.

Active wellness programs assume that behavioral change requires not only awareness and opportunity but support and reinforcement.

An example of a passive wellness program is a health education program. Health education programs have two central goals; raising awareness levels of health-related issues and informing people on health-related topics. In these kinds of programs, a health educator usually conducts classes or lunch time lectures (or coordinates outside speakers). The program may also have various promotions (like an annual mile run or a smoker-out) and include a newsletter than reports on current health issues. Health education programs are the most common forms of employee wellness program.

Another kind of passive employee wellness program is a fitness facility. In this kind of program, the company sets up a center for physical fitness equipped with aerobic and muscle-building exercise machines and staffed with certified trainers. The facility is publicized within the organization, and employees are free to use it whenever they wish to.

Aetna ,for example, has created a five state-of-the-art health clubs that serve over 7,500 workers. Northwestern Mutual Life's fitness facilities are open 24 hours a day to its 3,300 employees. Health education classes related to smoking cessation and weight loss may be offered in addition to the facilities.

Although fitness facility programs are usually more expensive than health education programs, both are classified as passive because they rely on individual employees to identify their problems and take corrective action.

In contrast, active wellness centers assume that behavior change also requires encouragement and assistance. One kind of active wellness center is the outreach and follow-up model. This type of wellness center contains all the features of a passive model, but it also has counselors who handle one-on-one counseling and provide tailored individual programs for employees.

This encouragement needs to be particularly targeted to employees in high risk categories, example(smokers, overweight employees, those with high blood pressure, those with high cholesterol levels, those with high blood sugar levels ect, ect) for two main reasons.

First, a small percentage of employees create a disproportionate amount of health care cost, therefore, targeted interventions are more efficient. Secondly, research has shown that those employees in the high risk categories are most likely to perceive barriers to participating in company-sponsored fitness programs. Thus untargeted interventions are likely to miss the very employees most needed to be partakers.

Research on the different types of wellness centers has led to several conclusions. The cost of health education programs are significantly less than those associated with either fitness facility programs or the follow-up model. However, the follow-up model is significantly better than the other two in relation to risk reduction factors.

Now whether the added cost of follow-up programs compared with health education programs is warranted, is a question that only the employers, employees and the unions can answer?

#### **2.4.4 Health Care Cost and Quality:**

Efforts to control health care cost growth have borne some fruits. From 1980 through 1993 a double-digit annual growth in health care cost were recorded. Between 1993 and 1996 employers expenditure on health care actually fell by nearly 20 percent. However, these reduction proved to be temporary, as cost increased again by 24 percent from 1997 to 2000, cost in 2002 alone was projected to increase by 11.5 percent according a research conducted by Hewitt and Associates in the USA. A report by the Health care financing Administration projects that health care spending or cost in United States will continue to grow. This attributed to the fact that 85 percent of working Americans with health care insurance are already covered by managed care, so few additional savings can be obtained by further switches. Moreover, many managed care companies have existed on small profits margins, but this cannot continue indefinitely.

Two important phenomena are often encountered in cost control efforts in health care. The piecemeal programs may not work well because steps to control one aspect (medical cost shifting) may lead employees to migrate to other programs that provide medical treatment at no cost to them.

Secondly, there is often a so called Pareto group, which refer to a small percentage (about 20 percent) of employees being responsible for generating the majority (often 60 to 80 percent) of health care cost. Obviously, cost

control efforts will be more successful to the extent that the cost generated by the Pareto group can be identified and managed effectively.

Although cost control will continue to require a good deal of attention, there is a growing emphasis on monitoring health care quality, which has been described as the next battlefield. A major focus is on identifying best medical practices by measuring and monitoring the relative success of alternative treatment strategies using large-scale database and research. In addition, employers increasingly cooperate with one another to develop report cards on health care provider organisations to facilitate better choices by their employees and to receive improved health care. For example General Motors, Ford, and Chrysler, have developed this type of system and made it accessible on the World Wide Web.

To minimize negative effects and avoid unnecessary expense, many employers enlist the cooperation of employees in evaluating the importance of particular benefits. Increasingly, employers are requiring employees to pay part of the cost of certain benefits (through salary deduction) and also benefit plan administrators are expected to select vendors of benefit services who have the most to offer for the cost effectiveness.

The escalating cost of health-care benefits is a concern to employers, who must strike an appropriate balance between offering quality benefits and keeping cost under control.

## **2.5 Employee Services: Creating a Family- Friendly Setting**

Employee Assistance Programs (EAPs) are programs designed by organizations to help workers cope with a wide variety of problems that interfere with the way they perform their jobs. These programs typically provide diagnosis, counseling and referral for advice or treatment when necessary in problems related to alcoholism, drug abuse, emotional difficulties and family financial difficulties. The number of organizations offering EAPs has increased from 64 percent to 87 percent as of the year 2010 in the USA. The main intent of these programs is to help employees solve their personal problems or at least to prevent these problems from turning into crisis that affect their ability to work effectively and productively.

### **2.5.1 Counseling Services**

An important part of EAPs is the counseling services to employees. Whilst most organizations expect managers to counsel subordinates, some employees may have problems that require the services of professional counselors. Most organizations refer such individuals to counselors outside the organization such as family counseling services, marriage counselors, psychologist and mental health clinics.

### **2.5.2 Educational Assistance Plans**

One of the benefits most frequently mentioned in literature is the employee educational assistance plan. The primary purpose of this program is to help employees to be up-to-date with the advances in their fields of specialty and help them impact positively within the organization.

### **2.5.3 Child and Aged Care**

The increase in the employment of women with dependent children and the aged , has created an increasing demand for child and aged care arrangements.

In the past, working parents had to make their own arrangements with baby sitters or with nursery schools for preschool children and home care for the aged, but today the trends have changed, financial assistance, alternative work schedules, family leave and on-site child care centers are included in employee benefits programs to help employees cope with such demands.

### **2.5.4 Other Services**

The variety of benefits and services that employers offer today could not have been imagined a few years ago. E.g. Food services and vending machines, On-site Health services, Housing and moving expenses, transportation pooling, purchasing Assistance, Credit Unions, Recreational and Social services and other Awards.

## **2.6 Concerns Of Employers/Management**

Managing employee benefits programs require a great deal of attention to many forces that must be kept in balance to ensure the program succeed.

### **2.6.1 Sex, Age, and Disability**

Research has shown that women relatively live longer than men, meaning pension benefits for women are costly than that of men, (*ceteris paribus*) all things being equal. However, in the 1978 *Manhart ruling*, the Supreme Court

declared that it is illegal for employers to require women to contribute more than men to the defined benefit plan.

Again, other related issues have to do with age discrimination in the employers act and the Amendments such as the older workers benefit protection act (OWBPA). First, employers must take care not to discriminate against workers over the age of 40 in the provision of pay or benefits. For example employer cannot generally cease accruals of retirement benefits at some age (say 65) as a way of pressurizing older employees to retire. Secondly, early retirement incentive programs need to meet the following standards to avoid legal liability (1) the employee is not coerced to accept the incentive and retire, (2) accurate information is provided regarding options and (3) the employee is given adequate time to make a decision. Employers have to also comply with the Americans with Disability Act (ADA), which came into effect in 1992. Currently I n Ghana, the disability bill is yet to be implemented. The ADA specifies that employees with disability must have equal access to whatever health insurance coverage the employer provides other employees. However, the act also notes that the terms and conditions of health insurance can be based on risk factors as long as this is not a subterfuge for denying the benefit to those with disability.

Other things management must consider include Union demands, the benefits other employers are offering, tax obligations, rising cost and legal ramifications.

## **2.7 Significance Of Employee Benefit Strategies**

One may ask what the potential advantages of such strategies are. In the first instance, employees can gain a greater degree of awareness and appreciation of what the employer provides them, particularly with plans that give employees a lump sum allocate to benefits. Again, it provides a match between the benefit package and employees' preference; this in turn should improve employee attitude and retention.

Furthermore, employers may achieve overall cost reduction in their benefits programs. Cafeteria plans can be said to be similar to defined contribution plans, whereas traditional plans are more like the defined benefit plans. The employer can control the size of the contribution under the former, but not under the latter, because the cost and utilization of benefits is beyond the employer's control. Cost can also be controlled by designing alternative choices so that employees have alternative incentives to choose more efficient options.

## **2.8 Monitoring Future Benefits Obligations**

*Financial Accounting Statement (FAS) 106*, issued by the Financial Accounting Standard Board, became effective in 1993. This rule requires that any benefits (excluding pension) provided after retirement (the major one being health care) can no longer be funded on a pay-as-you go basis. Rather, they must be paid on an accrual basis, and companies must feature these future cost obligations on their financial statement. The effect on financial statement can be quite substantial.

For example, AT&T in the USA, a company with a large retirement due population, the initial effect of adopting FAS 106 was a reduction in net income of between \$5.5

billion and \$7.5 billion. General Motors (GM) took \$ 20.8 reduction in net income resulting in a total loss of \$ 23.5 billion in 1996, the largest loss in corporate history

Increasing in retiree health care cost (and the change in accounting standards) have led companies like GM to require its white collar job employees and retirees to pay insurance premiums for the first time in its history to increase retiree health care benefits .Obviously such changes hit the elderly so hard, especially those with relatively fixed incomes. Not surprisingly, legal challenges have arisen. The need to balance the interest of shareholders, current employees, and retirees in this area will be one of the most difficult challenges facing managers in the future.

## **2.9 Conclusion**

One study of MBA student found that 46 percent of employees believe that benefits added 15 percent or less on top of direct payroll. Not surprisingly, perhaps, benefits were dead last on the priority of job applicants in making job choices. A study of undergraduate business majors found similar results, with benefits ranked 15<sup>th</sup> (out of 18) in importance in evaluating jobs. These results must be interpreted with caution, however. Some research suggests that job attributes can be ranked low in importance, not because they are unimportant per say, but because all employers are perceived to be about the same on that attribute. If some employers offered noticeably poorer benefits, the importance of benefits could much greater.

Rather than a single standard benefit package for all employees, flexible benefit plans (flex-plans or Cafeteria style plans) permit employees to choose the types and amount of benefits they want for themselves. The plans vary according to such things as

whether minimum levels of certain benefits (such as health care coverage) are prescribed and whether employees can receive money for having chosen a ‘light benefit’ package (or have to pay extra for more benefits). An example is vacation, where some benefits plans permit employees to give up vacation days to work for much more salaries, or alternatively, purchase extra vacation days through salary deductions/reduction.

## CHAPTER THREE

### Methodology

#### 3.1 Introduction

This chapter is the core and the essential part of planning a research project. The study will mainly depict the data collection methods involving both primary and secondary sources, the tools to use for data collection and the method for analyzing the data that will be collected.

It also deals with the study area, the population size as well as the sample size that will represent the entire population under study.

#### 3.2 The Study Area and The Population Size

The area of this study is the Kumasi Metropolitan Assembly (KMA). The variables of this fact finding exercise relates to the merit and demerits of employee benefit at work setting in the metropolitan assembly.

The assembly's detailed function is set out in the legislative instrument (LI 1614) of 1995. These functions include improving environmental sanitation conditions through sound waste management practices, Controlling haphazard land development and provision of basic social physical infrastructure - education and health facilities ,promotion of civic participation and transparency in local governance and information sharing through the operationalisation of the satellite structures of the Assembly- Sub-Metro Councils, Town Councils and Unit Committees, ect, ect. In view of the above functions, the KMA has a lot of department and divisions ( *15 departments*) under its jurisdiction that carry out different functions for the assembly.

The population of the management and staff of KMA are 430 (both male and female) in which the government pays 325 and the assembly pays 105. The department and divisions under the KMA is structured in a hierarchical order, so the research will cover at least 10 people in each department or division.

### **3.3 Sample Size**

The concept of sampling is most fundamental in the conduct of any research and the interpretation of the research results. Indeed one of the most crucial issues researchers have to consider when designing a research project is the type and number of respondent who will be included in the study. This is because the sample serves as a portion of the population representing the entire population as far as the research is concerned. This enables the researcher to study a relatively small number of units in place of the targeted population and to obtain data that will be a true representative of the entire target population.

Sampling is necessary because sometimes it not possible to cover the entire population especially when the target population is very large.

### **3.4 Sampling Techniques**

There are two types of sampling, namely Random (probability) sampling and Non-probability sampling. Random sampling or probability sampling employs strict probability rules in the selection of the sample units and often requires large sample size.

Non-probability sampling is less strict in terms of choosing the sampling units. It is generally left to the discretion of the researcher to decide whom to include in the sample.

This research opted for the non-probability sampling method and employed the quota sampling. Quota sampling is a technique by which the researcher sets quotas of respondents to be chosen from specific population groups by defining the basis of choice, for example gender, Age, marital status, level of education ect, ect.

Therefore the quota (sample size) set is 50 percent of the 430 employees at the Kumasi Metropolitan Assembly. (i.e. 215 employees from all departments and divisions under KMA).

### **3.5 Sources of Data**

There are two basic sources of data. These are primary source and Secondary source. The primary sources of data collected by the researcher himself. Secondary data is a data collected originally by other people but is being reused by the researcher.

### **3.6 Data Collection Method**

The nature of the research plan calls for information to be gathered from both primary and secondary sources, but the research will make use of data from the primary source. Under the primary source, we have both interview and questionnaires as instruments for data collection but the research would basically use questionnaires for the data collection. There would be a combination of both open and closed ended questionnaires which would be distributed to some employees in the various departments and divisions of KMA.(i.e. Managers forming the top ranked employees, middle ranked and bottom ranked employees).

Questions captured on the questionnaires would be well designed to cut across board. In order to draw a meaningful, reliable and convincing conclusion, and to make pertinent recommendations, the research would employ both qualitative and quantitative analysis of the acquired data. There would also be the use of tables and graphs to facilitate easy interpretation of the findings and testing of the formulated hypothesis.

Hence, the above model would help to assess the impact of employee benefits in the Kumasi Metropolitan Assembly (KMA) representing the local government service of the public services of Ghana.

## **CHAPTER FOUR**

### **Analysis and discussion of Data**

#### **4.1 Introduction**

This chapter seeks to analyze the data that were collected on the field. The data has been collated and been presented in the form of graphical presentation to make it easy for interpretation and to understand. The graphical presentation is in bar charts and pie charts for a thorough organizational analysis.

The analysis is based on the One Hundred and Ninety Three (193) respondents to the questionnaires. The analysis tries to eliminate redundant clarification to make the whole research very objective.

#### **4.2 Data Analysis**

There were a number of questions posed on the questionnaire. These questions covered grounds like Age Group, Gender, Marital Status, Educational Background, Number of years in service, status of employment. These were the general questions posed to all respondents.

The next part of the questionnaire concentrated on the kinds of benefits that were available to the local government service.

The third section of the questionnaire looked at the importance and satisfaction of these benefits that are available to employees of the local government service. It also looked at whether these benefits are really what the employees' desire. The last part of the questionnaire was based on the recommendation of benefits by the employees.

These gave the opportunity to employees to air their views on what benefits they would have preferred to what is currently available.

**Table 4.1                      Showing Age Group Distribution**

<b>Age Range</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>18-29</b>	<b>37</b>	<b>19.2</b>	<b>19.2</b>	<b>19.2</b>
<b>30-39</b>	<b>88</b>	<b>45.6</b>	<b>45.6</b>	<b>64.8</b>
<b>40-49</b>	<b>44</b>	<b>22.8</b>	<b>22.8</b>	<b>87.6</b>
<b>50-59</b>	<b>22</b>	<b>11.4</b>	<b>11.4</b>	<b>99.0</b>
<b>60 -70</b>	<b>2</b>	<b>1.0</b>	<b>1.0</b>	<b>100.0</b>
<b>Total</b>	<b>193</b>	<b>100.0</b>	<b>100.0</b>	

*(Source: Field survey, May 2013)*

The study revealed that employees between the ages of 30 – 39 years constitute the majority (45.6 percent), followed by those between the ages of 40 – 49 years (22.8 percent), ages between 18 -29 years represented 19.2 percent. The study also revealed that there are few employees (1 percent) who are 60 years and above. This could be due to employees retiring at the compulsory retirement age.

**Table 4.2** **Showing Gender Distribution**

<b>Sex</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Male</b>	<b>122</b>	<b>63.2</b>	<b>63.2</b>	<b>63.2</b>
<b>Female</b>	<b>71</b>	<b>36.8</b>	<b>36.8</b>	<b>100.0</b>
<b>Total</b>	<b>193</b>	<b>100.0</b>	<b>100.0</b>	

*(Source: Field survey, May 2013)*

The research revealed that there were more male employees than females in the organization. 63 percent of males and 37 percent females employees approximately

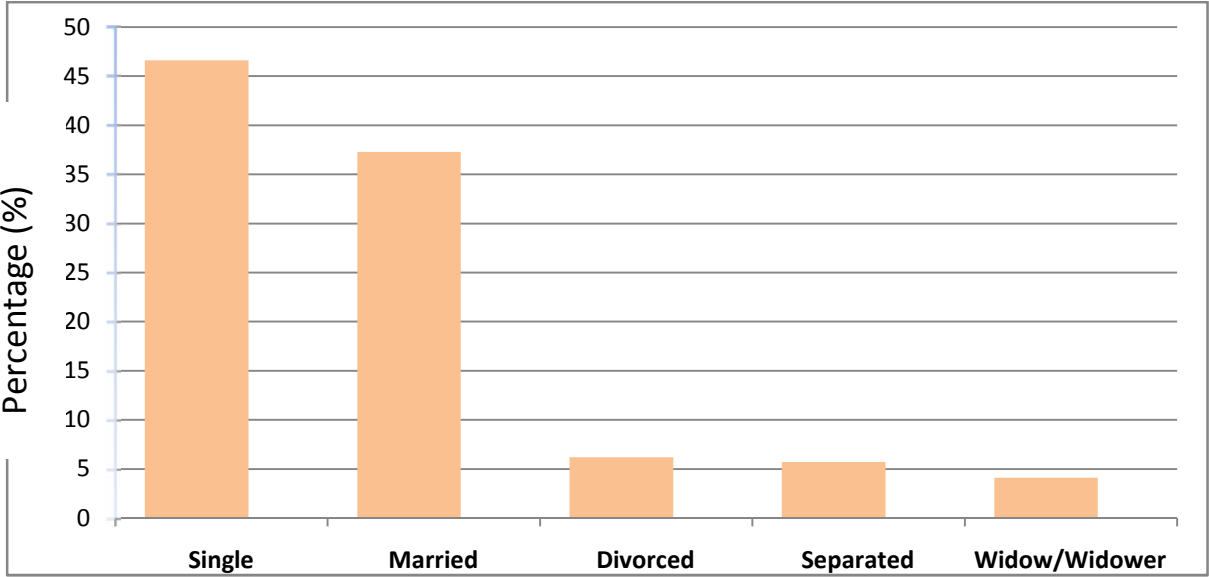
**Table 4.3** **Showing Educational Background**

<b>Educational Certificate</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative %</b>
<b>Middle School / JHS</b>	<b>14</b>	<b>7.3</b>	<b>7.3</b>	<b>7.3</b>
<b>SHS</b>	<b>11</b>	<b>5.7</b>	<b>5.7</b>	<b>13.0</b>
<b>Technical/Vocational/Commercial</b>	<b>15</b>	<b>7.8</b>	<b>7.8</b>	<b>20.8</b>
<b>G.C.E. "O" Level</b>	<b>5</b>	<b>2.6</b>	<b>2.6</b>	<b>23.4</b>
<b>"A" Level</b>	<b>3</b>	<b>1.6</b>	<b>1.6</b>	<b>25.0</b>
<b>Diploma</b>	<b>19</b>	<b>9.8</b>	<b>9.8</b>	<b>34.8</b>
<b>HND</b>	<b>69</b>	<b>35.8</b>	<b>35.8</b>	<b>70.6</b>
<b>First Degree</b>	<b>49</b>	<b>25.4</b>	<b>25.4</b>	<b>96.0</b>
<b>Others</b>	<b>8</b>	<b>4.0</b>	<b>4.0</b>	<b>100.0</b>
<b>Total</b>	<b>193</b>	<b>100.0</b>	<b>100.0</b>	

*(Source: Field survey, May 2013)*

The study revealed that most employee of the assembly possess the higher national diploma (HND), followed by those with the first degree. These two categories represent 61.2 percent of the total work force.

**Figure 4.1**                      **Bar Charts Showing Marital Status**



*(Source: Field survey, May 2013)*

The research revealed also that majority of employees in the organization are not married. The married ones constitute 37.3 percent, whilst the single employees amounted to 46.6 percent. The two categories give a total percentage of approximately 84 percent. The rest of the categories have marginal numbers in percentage terms.

The researchers found out that employees who have served less than five years constitute the majority (40.4 percent), followed by those who had served between 5 – 10 years(31.6 percent). The two groups represent about 72 percent to the total work force.

The table below as well as the bar charts illustrates the distribution in terms of number of years in service.

**Table 4.4**

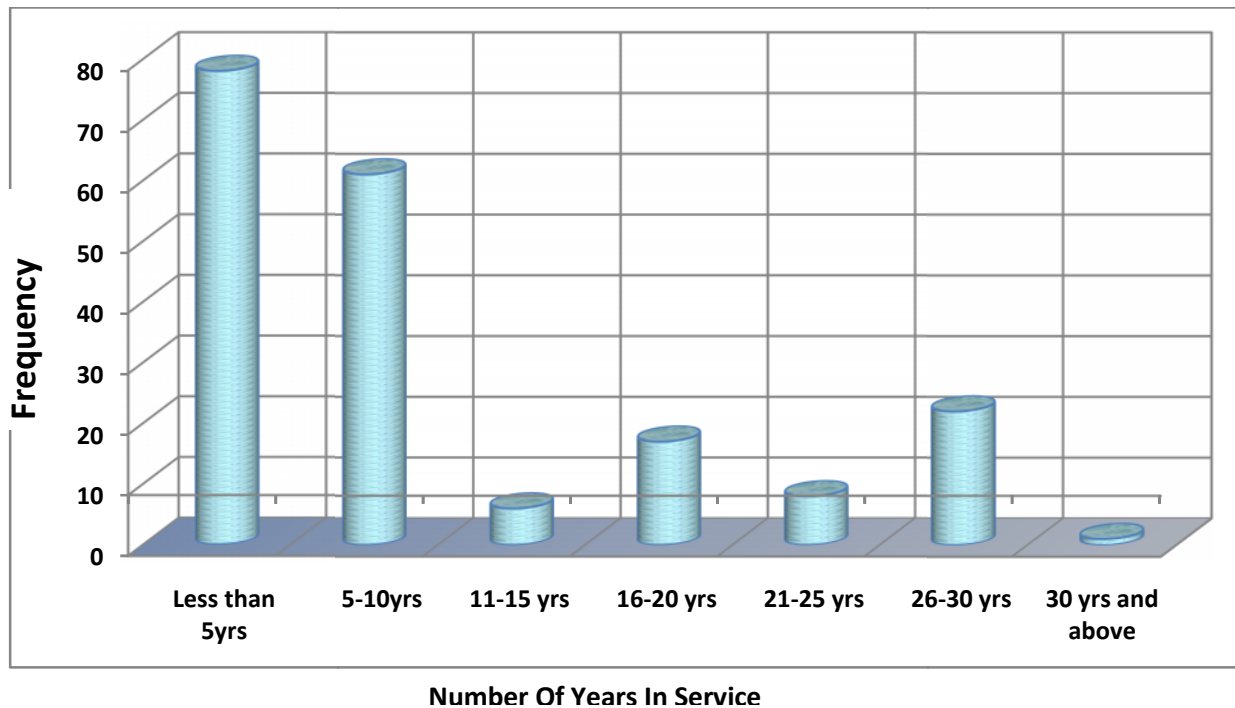
**Showing Number of years in Service**

<b>Years Served</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative %</b>
<b>Less than 5 years</b>	<b>78</b>	<b>40.4</b>	<b>40.4</b>	<b>40.4</b>
<b>5 - 10 years</b>	<b>61</b>	<b>31.6</b>	<b>31.6</b>	<b>72.0</b>
<b>11 - 15 years</b>	<b>6</b>	<b>3.1</b>	<b>3.1</b>	<b>75.1</b>
<b>16 - 20 years</b>	<b>17</b>	<b>8.8</b>	<b>8.8</b>	<b>83.9</b>
<b>21 - 25 years</b>	<b>8</b>	<b>4.1</b>	<b>4.1</b>	<b>88.1</b>
<b>26 - 30 years</b>	<b>22</b>	<b>11.4</b>	<b>11.4</b>	<b>99.5</b>
<b>more than 30 years</b>	<b>1</b>	<b>.5</b>	<b>.5</b>	<b>100.0</b>
<b>Total</b>	<b>193</b>	<b>100.0</b>	<b>100.0</b>	

*(Source: Field survey, May 2013)*

**Figure 4.2**

**Number of employees and their years of service**



*(Source: Field survey, May 2013)*

The researchers thought it through that, the trend of events could be due to that over the past ten years, most of the employees had attained retirement age and had retired accordingly and the organization had recruited new employees to replace those retired one, or there has been a high employee turnover, therefore management recruits to filling those vacant positions, this could explain the reason for the trend in relation to the number of years in service.

### **4.3 Employment Status**

Employment status to the nature of employment, arrangement and agreement signed between the employer and the employee. The options available were Full time, Part time, Contract and Casual employment status.

#### **4.3.1 Fulltime Employment.**

Full Time employees are those who work a minimum number of hours defined as such by his/her employer. Full time employment often comes with benefits that are not typically offered to part-time, temporary/ casual employee.

#### **4.3.2 Part-time employment**

Part-time employees are those employees work fewer hours per week than those of full time.

#### **4.3.3 Contract employment**

Contract employment refers an employment relationship which spans over a fixed period of time for a specific task, after which the contract it comes to an end, or can be renewed when the need be.

#### **4.3.4 Casual Worker**

A casual worker is a worker on a temporary employment contract with generally limited entitlements to benefits and little or no security of employment. The main attribute is the absence of a continuing relationship of any stability with an employer, which could lead to their not being considered 'employees' at all. Casual workers differ from other non-permanent workers in that they may often possess fewer rights and less protection.  
([www.eurofound.europa.eu](http://www.eurofound.europa.eu) :)

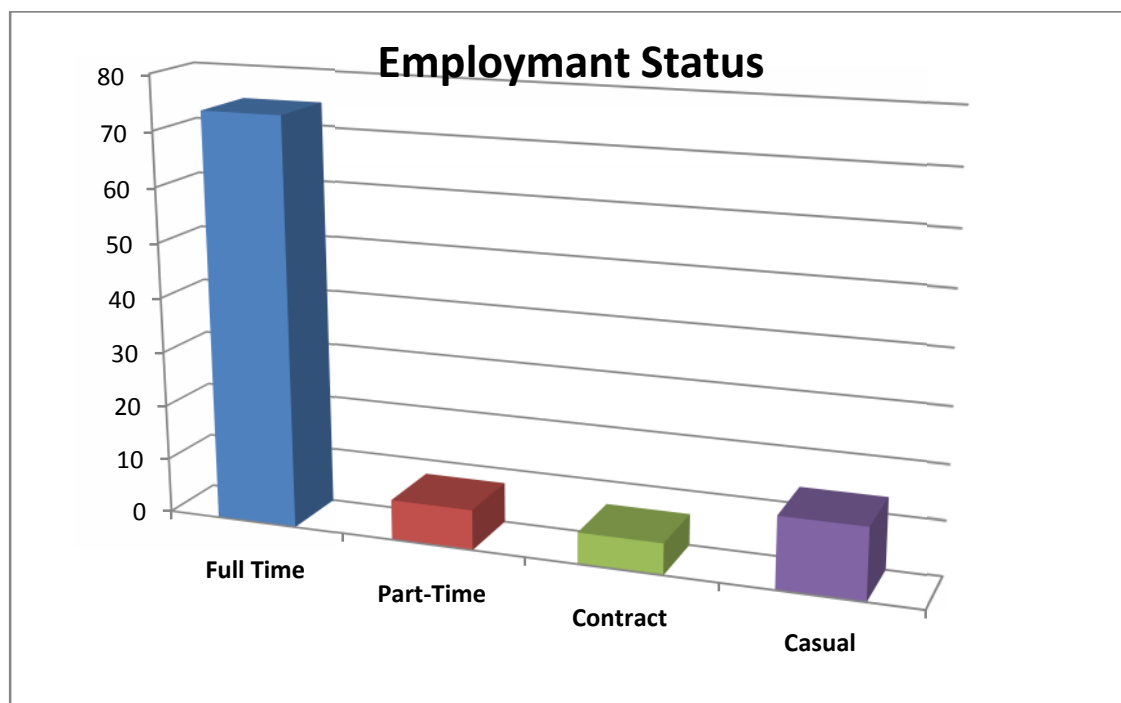
The table below shows the statistics of the employment status in the organization

**Table 4.5 Employment Status**

Employment Status	Frequency	Percent	Valid Percent	Cumulative %
Full Time	143	74.1	74.1	74.1
Contract	11	5.7	5.7	79.8
Part Time	14	7.3	7.3	87.0
Casual Worker	25	13.0	13.0	100.0
Total	193	100.0	100.0	

*(Source: Field survey, May 2013)*

**Figure 4.3 Employment Status**



*(Source: Field survey, May 2013)*

After analyzing the data collected from the respondents, it became evident that full time employees were 74 percent, followed by the casual workers who constituted 13 percent out of the 193 respondents. This signifies that employees are mostly engaged on full time basis.

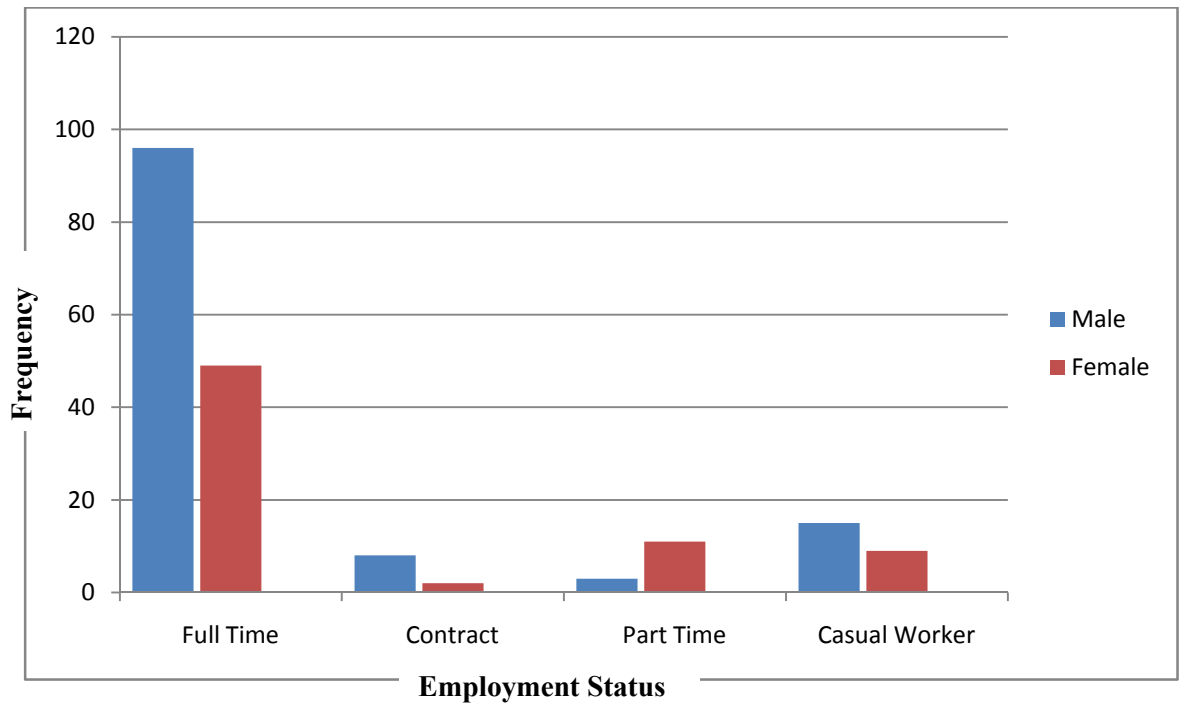
**Table 4.6      Showing Gender and Employment Status Cross tabulation**

<b>Gender</b>	<b>Full Time</b>	<b>Contract</b>	<b>Part Time</b>	<b>Casual Worker</b>	<b>Total</b>
<b>Male</b>	<b>96</b>	<b>8</b>	<b>3</b>	<b>15</b>	<b>122</b>
<b>Female</b>	<b>48</b>	<b>2</b>	<b>11</b>	<b>10</b>	<b>71</b>
<b>Total</b>	<b>144</b>	<b>10</b>	<b>14</b>	<b>25</b>	<b>193</b>

*(Source: Field survey, May 2013)*

From the study, the researchers found out that out of 144 employees, employed on the full time basis, 96 of them were male and the remaining 48 being female. The researchers also discovered that there were 11 employees on contract, 8 of whom are males and 3 females. Part time workers were 14 and casual workers amounted to 25. Among the part time workers ,11 of them are females and 3 male, for and on behalf of the assembly.

**Figure 4.4      Gender versus Employment status**



*(Source: Field survey, May 2013)*

#### **4.4      Background of Benefits**

As mentioned in the introduction of this chapter, the questionnaire was designed to know the types of benefits that the organization provides and to assess the impact it has on the employees. In order to assess these factors, the researchers must first of all know the benefits and draw close conclusion on the benefits offered by the service in relation to the importance and satisfaction.

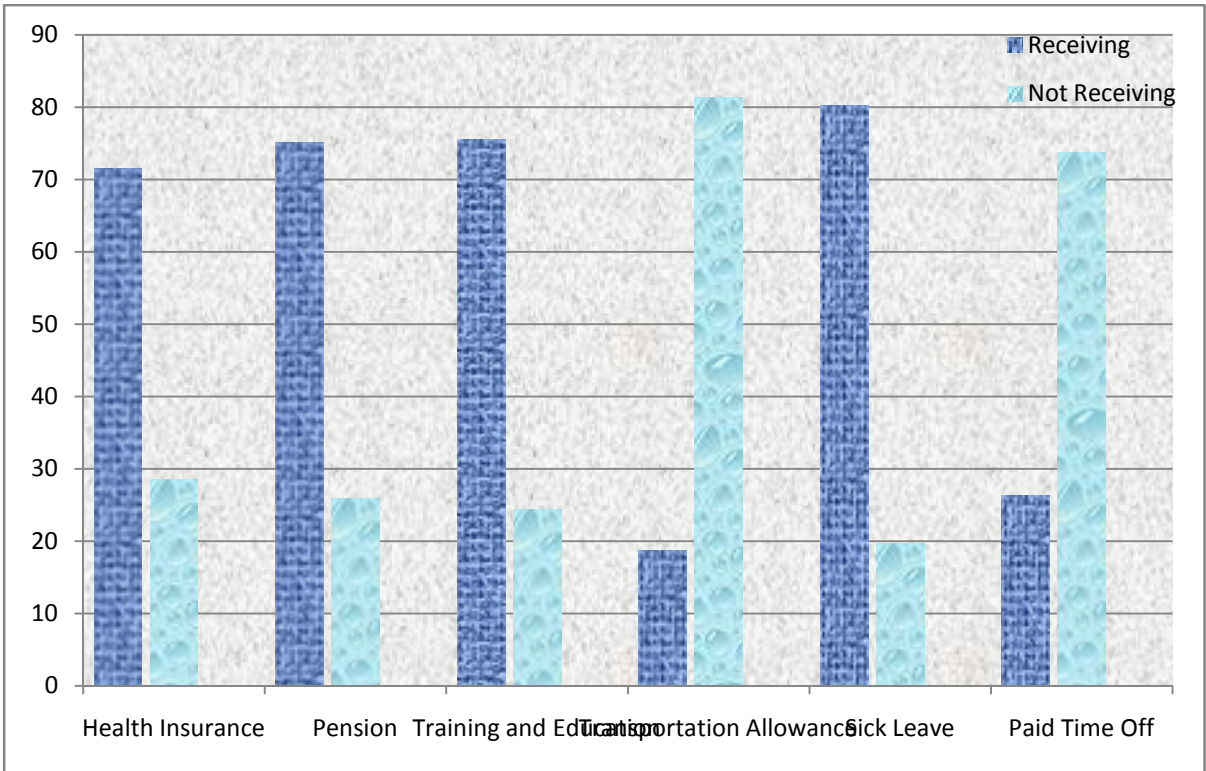
A number of questions were posed about the background of the benefits to enable the researchers gather enough evidence, importance and satisfaction of the benefits at the Kumasi Metropolitan Assembly.

These questions however centered on the kinds of benefits that is offered by the service, the benefits needs of employees, the options of benefits available to employees in the service, ect, ect.

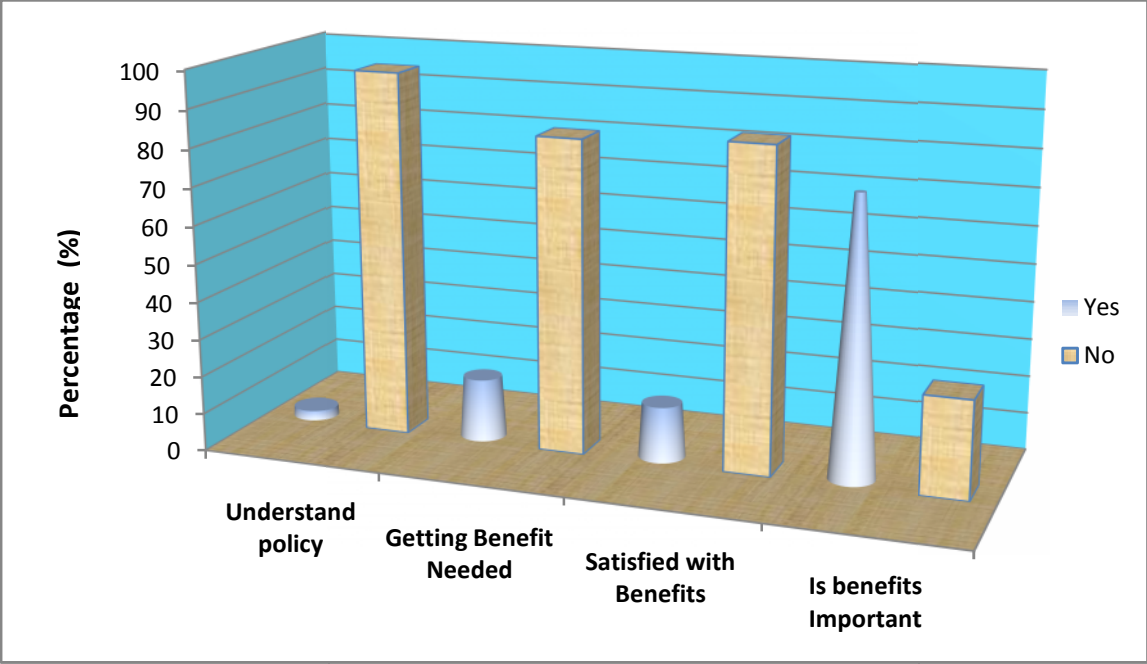
Responses to the questionnaire indicates that some of the benefits available to the service are considerable very beneficial.

Majority of the respondents answered positively to the question posed on training and education. Out of 193, 146 had had some training both locally and abroad and look forward to others in the near future. To some every year they attend more than one training program, others just have one per annum, etc.

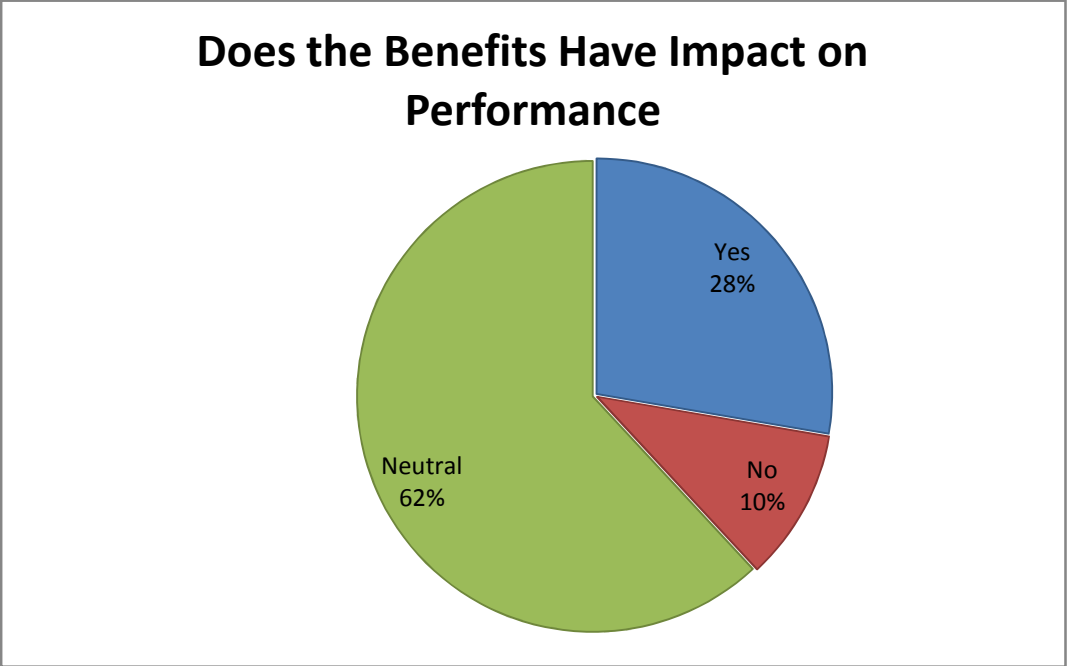
**Figure 4.5      Percentage of Employees receiving what types of Benefits**



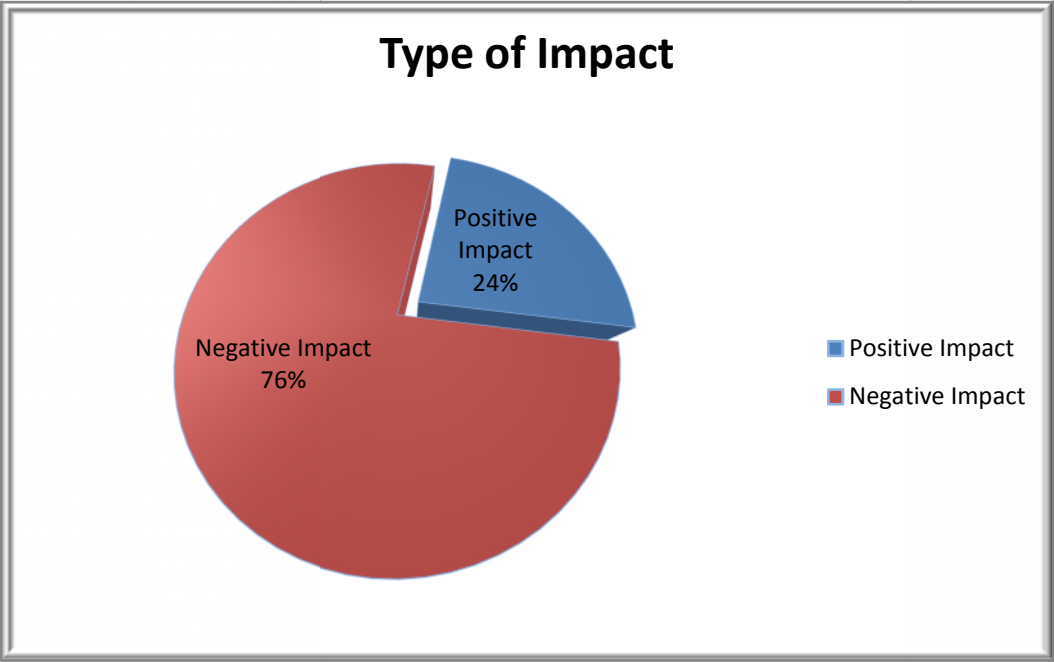
**Figure 4.6      Perception of Employees about their Benefits**



**Figure 4.7      Impact of employee benefits on Performance**



**Figure 4.8      Impact of Benefits**



**4.5      Human Resource Executive Analysis**

The researchers in the search of valid findings specially designed three critical questions that were posed to the human resource manager. The questions were centered on the policies behind the benefits at the local government service; the overall impact of benefits on the employee’s and is it use as a motivational instrument.

It was discover that all the options available in relation to the benefits were clearly stated in the service’s policy. One only had to request for the policy and reading it to understand the options available. However, there was a problem with regards to who even knows this options or possibilities were available.

The next question was about the performance of employees in relation to the benefits offered to them in the service. In response, the executive did not provide an

affirmative answer. The human resource manager iterated that, the organization as at the time this research was carried out, have not designed any instrument or method to measure the performance of employees in the service with reference to benefits being enjoyed by the employees.

Performance was mostly based on the organization as a whole, and not on individual performance. And this is assessed based on the financial reports presented to the central government.

This answer obviously answered the next question, asking whether benefits in the organization served as a motivational tool to enhance performance. The obvious response was “NO” since management did not have that as an objective in the organization.

## **CHAPTER FIVE**

### **Findings, Conclusion and Recommendations**

#### **5.1 Introduction**

This chapter deals with the findings, conclusion as well as some recommendations proposed by the researchers. The findings summarize what was collected on the field. The second part is the conclusion that was drawn from the discussions made in chapter four and the last part of this chapter is recommendations based on the findings of the research.

#### **5.2 Findings**

The study revealed the following findings;

##### **5.2.1 Types of Benefits**

The researchers found out that, the local government service had these as benefits available to its employees; *Health Insurance, Sick leave, Paid Time Off, Pension, Training & Education and Transportation allowance.*

##### **5.2.2 Perception Of Employees**

The researchers realized that, many employees were either dissatisfied with the benefits they are receiving or are not even aware of its existence and the options available to them, also it revealed that majority of the employees do not understand the benefits policy of the organization.

### **5.2.3 Impact Of Benefits On Performance**

From the study, the researchers found out that employee benefits have insignificant or no impact on employee performance. Majority (62 percent) of the respondent do not actually know what impact it has on performance. 28 percent of them are of the opinion that it does impact, but 10 percent believe that it does not impact on performance. 76 percent of those employees, who were of the opinion that, the benefits had impact on performance, were of the view that the impact is rather on the negative side, whilst 24 percent argue that it impacted positively on their performance.

### **5.2.4 External Influential Factors on Benefit Package**

In this study, it was also revealed that the main external environmental influential factor on developing benefits for organizations in the public sector is partly on the state of the economy.

Most of the respondents admitted the benefits seem attractive only when the economy is in good state and vice versa

In the course of the research, it was also revealed that there were no strategic measures that the governments undertake in designing the benefits package. Again objectives of the organization are not in sync with the benefits designed for the employees in the service. A few of the employees seem satisfied with what they are getting but the general picture was that, employees did not actually see the relevance of the benefits packages.

It was also evidently clear that, the benefits do not motivate employees in the performance of their duties.

The research also revealed that, employees are not involved in the design of their benefits package, neither are their inputs sort.

### **5.3 Conclusion**

Based on the deductions from the Human Resource manager's response and the researchers' own findings and observations, it is concluded that, employee benefits had no significant impact on performance.

Though benefits at the local government service have been around for several years and maintained stability, they were not attractive to employees of the Kumasi metropolitan assembly. They see it as something that is of basic importance but it does not have any significant impact on the performance of their work.

This is evident in the low productivity in the public service as compared to the private service.

### **5.4 Recommendations**

Based on the finding and conclusions, the researchers wish to put forward the following recommendations, which we believe could help improve the entire benefits package offered by the local government service to impact positively on the employees.

**5.4.1** Benefits plans sometimes provide little or no advantage to employees, limiting the organization's ability to attract, retain and motivate those talented

employees. Throughout the research, it was discovered that the public service benefits design was solely carried out by the employer (the government), without the involvement of the employees. With such a finding, the researchers propose that in designing the benefits, employees should be fully involved, so as to tailor the benefits to what is of value and importance to them. This will increase the patronage; improve the relevance and significance of the package.

**5.4.2** Again, to serve the intended purpose, employee benefits programs must reflect the changes that are continually occurring within our societies. Therefore, the researchers recommend the modification of benefits at the service, to reflect changes in life style, age group etc. It was revealed that most of the benefits have been in existence over the last 5-10 years without any changes. This we recommend modification from the employer.

**5.4.3** To accommodate individual needs of employees, the world is moving towards flexible benefits plan, or what is known in other words as the “*Cafeteria plans*” These plans enable employees to choose from a wide variety of benefits. Basic or core benefits like pension, health insurance are offered plus others which reflect the age and needs of employees concerned. This will provide flexibility as well relevance and importance which is lacking in the current benefits packages.

**5.4.4** The researchers also recommend that, the service widen its health insurance to cover ailment and conditions which are not covered by the national health insurance. This will bring a great deal of relieve to employees

in the area of health care, and also do away with what seems like a duplication of what nationwide health insurance.

**5.4.5** The researchers realized the dying need of employees in the service in areas of career development, so the researchers recommend that the KMA affiliate it's self with professional bodies who will offer tailored training and development programs to employees within the service. This will enhance career develop and bring job satisfaction to employees within the service.

**5.4.6** Finally, there should be serious and intensive education on the benefits policy, kinds available, and options available. Employees need to understand the benefits packages for them to really appreciate and assess it.

The local government service, the KMA and the entire public service will be vibrant, attractive and more productive, when the employer (the central government) takes steps to address and implement the above recommendations.

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**CHRISTIAN SERVICE UNIVERSITY COLLEGE**  
**BUSINESS ADMINISTRATION DEPARTMENT**

**QUESTIONNAIRE FOR KUMASI METROPOLITAN ASSEMBLY**

**TOPIC: Assessing the Impact Of Employee Benefit On Performance At the Local Government service. ( A case on Kumasi Metropolitan Assembly)**

Please note that the answers you will give will only be used for academic purposes. You are therefore informed that greater degree of confidentiality will be exercised. Thank you.

**Please Tick where appropriate**

**Personal Information.**

**1. Age Group**

18- 29 [ ]    30-39 [ ]    40-49 [ ]    50-59 [ ]    60 and above [ ]

**2. Gender**

Male [ ]    Female [ ]

**3. Educational Background**

Middle School/J.H.S [ ]    S.H.S [ ]    Technical/Vocational/Commercial [ ]    G.C.E.

‘O’ Level [ ]    G.C.E ‘A’ Level [ ]    Diploma [ ]    HND [ ]    First Degree [ ]

Others (Please specify).....

.....

**4. Marital Status**

Single [ ]    Married [ ]    Divorced [ ]    Separated [ ]    Widow/Widower [ ]

**5. Number of years in the service**

Less than 5 yrs [ ]    5 – 10 yrs [ ]    11 - 15 [ ]    6 – 20 yrs [ ]    21 – 25 yrs [ ]

26 -30 yrs [ ]    more than 30 yrs [ ]

**6. Employment Status**

Full Time [ ]    Contract [ ]    Part Time [ ]    Casual Worker [ ]

**Benefits**

**7. What kinds of benefits are offered here?**

Health Insurance [ ]    Pension [ ]

Life Insurance [ ]    Retirement savings [ ]

Disability Insurance [ ]    Training & Education [ ]

Sick Leave [ ]    Transportation Allowance [ ]

Bereavement [ ]    Rent Allowance [ ]

Paid Time Off [ ]    Clothing Allowance [ ]

Child Care [ ]    Vacation Allowance [ ]

Others (please specify) .....

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.....

**8. Do you understand the benefit policy of the local government service/ KMA ?**

Yes [ ]    No [ ]

### Satisfaction and Importance

9. Are you getting the type of benefits you really need? Yes [ ] No [ ]

**10. Are you satisfied with the type of Benefits you receive here?**      Yes [ ]      No [ ]

**11. If yes what is the level of satisfaction?**

Very Satisfied [ ]    Satisfied [ ]    Dissatisfied [ ]    Very Dissatisfied [ ]    Neutral [ ]

**12. If No what would you rather have ?.....**

**13. How important are these benefits to you and your family?**

Very important [ ] Important [ ] Not important [ ] Neutral [ ]

14. Does the benefit you receive here have any impact in the performance of your duties/work? Yes ☐ No ☐

**15. If Yes, how does the benefits impact?** Positive [ ] Negative [ ]

# CHRISTIAN SERVICE UNIVERSITY COLLEGE

## BUSINESS ADMINISTRATION DEPARTMENT

### QUESTIONNAIRE FOR KUMASI METROPOLITAN ASSEMBLY

**TOPIC: Assessing the Impact Of Employee Benefit On Performance At the Local Government service. (A case on Kumasi Metropolitan Assembly)**

Please note that the answers you will give will only be used for academic purposes. You are therefore informed that greater degree of confidentiality will be exercised. Thank you.

#### *Questionnaire For The Human Resource Manager*

1. What are some of the options under the benefits program in the organization

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2. Do benefits in the organization improve performance?      Yes [   ]      No [   ]

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3. Are benefits a motivational tool to enhance productivity

Yes [   ]      No [   ]

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