

Employees Benefits and Organizational Growth: Theoretical Perspective

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Abstract: This study tends to highlight the influence of employees benefits on the organizational growth. The objective or goal of every business organization is to grow and expand; management for centuries has been looking for that best way to make organization grow. To this end, this paper seeks to find, if employees benefits such as medical allowance, life insurance, disability and retirement benefits will do that magic. This study adopted a survey of literature from past scholars for relevant informationsourced through classified publications, reports, journals and majorly through internet surfing as secondary data for qualitative analyses. It was concluded that benefits are of great importance to the individual employee's performance and organizational efficiencies. Organizations use benefits and other incentives not only to retain their core employees and avoid the associated cost of employee turnover, but to refrain employees from being enticed by the competitors. With the current globalized economy, employee's benefits and other incentives are veritable instruments adopted by many organizations towards competitive advantage as a motivated workforce is a catalyst to increased productivity and optimal organizational performance. The study recommendsamongst others that benefit schemes should be designed with articulated strategies to be embedded into the organizational policy, seek employees opinions when reviewing benefits and introduce appropriate and commensurate benefits into workers' total emolument packages to encourage and motivated them towards increased productivity to the overall growth of the firm.

Keywords: Employees, Benefits, Organizational, Growth.

I. INTRODUCTION

Employee benefits are very important tools in Human Resource Management (HRM). Employees consider benefits and other financial incentives as very important and crucial. Employees benefits covers important part of an organizations employment deal which can also be used to differentiate one employer from another. The major four traditional employee's benefits are medical allowance, life insurance, disability and retirement. It also includes none conventional like pension and savings scheme, time off work, wellness and flexible work arrangements, salaries, wages and bonuses are all inclusive to the total emolument of employees and therefore, considered the entire package of each employee of a firm.

Considering that organizational growth varies dimensionally, this study highlights that various types of benefits impact on different organization growth dimensionsviz employee satisfaction, quality service and customer retention. The study also draws attention to the critical relationship between the employee's benefits and organizational growth. The study therefore informs researchers and practitioners on the utility of various employees benefits and provide a holistic understanding of the complex relationship between employees benefits and organizational growth.

In emerging countries of the world, cash is viewed as an inspiration and an impetus to building, faithful, devoted and responsibility labor force (Adeniji and Osibanjo, 2012). In a pilot survey conducted, employees were asked about their opinions on what their reaction would be if promoted to a higher level without a commensurate amount of money as motivation. About 98% of the sampled population responded that they will not want to be promoted without a corresponding increase in their salaries and the associate remunerations. This explains the position of money as a motivating factor to most developing world workers. To attain maximum organizational growth especially in this era of

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high business competition, great efforts must be directed towards inspiring and motivating the work force of the organization through effective and efficient implementation of a rewarding benefits system that can bring out the best in the employees' performance, loyalty, commitment and dedication.

Workers in the wake of consuming their time, endeavors, energy and work in assisting the association with accomplishing its objectives, anticipate sufficient pay and advantages in type of cash and different privileges to fulfill individual, economic psychological, social, self-realization, security and development needs, (Adeniji and Osibanjo, 2012). Presently the, economic situation of our country is devastating with high inflation trends recent covid 19 pandemic, most Nigerian's take home pay is barely enough to carter for weekly financial commitment talk less of going for a full month, good benefits packages can provide a vista to cushion the effects of these shortfalls.

Employee benefits are pivotal to any employee-employer relationship and it is a chest-box matter to both the employee and the employer. It relates to the welfare of the workers with special reference to salary enhancement which has relationship to what is obtainable in the economy. Such relationships are often expressed in terms of inputs and outputs of the workers in the economy. Based on one's inputs (e.g. efforts, education, competence, skills, dedication, commitment, etc), one can compare outputs (e.g. salary level, promotions, bonus, etc). However, at the point when individuals see awkwardness in their feedback yield proportion, pressure is made which will result to low morals, job dissatisfaction, frequent absenteeism, low productivity, lack of commitment to organisational goals and objectives, and desire to quit. When this happens, the best option will be to engage in policy re-formulation programmes and overall operating strategies to address these anomalies in order to put back the organization on increased productivity by motivating the work force.

Theoretical Framework

If motivators (benefits) are absent from job, employees will experience real dissatisfaction (Ottih,2020).However,amongst various motivation theories, this study adopted Herzberg two waysmotivation/ hygiene theory 1959.The reason being that this theory concentrates more on employees satisfaction and dissatisfaction at the workplace, provide remedies to reduce employees dissatisfaction with their jobs for maximum contribution to the overall organizational growth. This is exactly what the study tends to achieve.

Hygiene theory

This is also referred to as Herzberg's motivation theory after its propounder Fredrick Herzberg 1959. His study concentrated on satisfaction at work. This is derived from another initial interview of two hundred engineers and accountants on when they experienced work fulfillment and dissatisfaction. From this interview, Herzberg and his team arrived at conclusion that certain factors tended to lead to job satisfaction, while others led frequently to dissatisfaction.

Those factors giving rise to satisfaction alluded to as motivation while those lead to dissatisfaction were called Hygiene Factors, hence the Name-Two Factor Motivation Theories. This study was further applied to groups in both manual and clerical departments with same outcome. For this study, the following important motivators were adduced: Achievement, Recognition, Work, Responsibility and Advancement.

All these factors identified with the work content. On the order hand, the hygiene factors include company policy and administration, supervisions, salary, interpersonal relations and working condition. These are identified with the context or the environment of work than to job content.

The main distinction between motivation and hygiene is whereas the motivators brought about positive satisfaction, the hygiene factors only served to prevent dissatisfaction. In order words, if motivators are absent from the job, the employee will experience real dissatisfaction (Ottih, 2020).

Finally, Herzberg is in agreement with other researchers that salary, incentives, adequate supervision and working conditions are good ways to make workers put in their best for quality output or performances.

II. LITERATURE REVIEW

Under this framework, the relationship between the dimensions of independent, dependent and moderating variables are streamlined, the inter and intra-relationships are defined. This is the process of providing operational definitions for the concepts, constructs and dimensions of the variable understudy (Zeb Obipi, 2006). The variables to understudy here are the predictor or independent variable- Employee's benefits with its four (4) dimensions – medical allowance, life insurance, disability insurance and retirement benefits. The criterion variable is the Organizational growth with its measures- Employee's satisfaction, quality service and customer retention. The moderating or mediating variable is the organizational policy.

Employees

These are human element employed or are available to work, in a place, state, and nation, or in an organization for a reward. Employees are synonymous to workers, workforce, staff, personnel, human resources, manpower, human capital, labour force etc.

Benefits

This is generally any form of payment or reward given to employees in exchange for work provided to their employers. Schuller (1975) as referred to in Nmadu (1999) that advantage is the movement by which association evaluate the commitments of workers to disperse genuinely immediate and circuitous, money related and non-financial awards inside the association's capacity to pay and release lawful commitments. Monetary installment made at or close to the hour of work is performed is called direct advantage; for instance, compensation, pay rates, extra time, recompenses, commissions and reward and so on.

Wages refers to direct benefit received by an employee based on hourly piece rates while salaries are pay regardless of specific hours worked and be received weekly, monthly as the case may be.

Benefit is a primary motivator for employees. Individuals search for occupations that suit their imagination and gifts, yet make up for their endeavors as far as compensation and different advantages accumulating.

Benefit allowance is additionally one of the quickest changing fields in Human Resources, as organizations kept on examining different methods of remunerating workers for further developed performance.

Gary Dessler in his book Human Resource Management characterizes benefits as in this word; "Worker advantage alludes to all types of pay going to representatives and emerging from business". The expression 'all types of pay' in the definition incorporates non-monetary advantages and every one of the immediate and circuitous monetary remunerations.

• Four major types of employees' benefits

Generally, there are numerous types of employee's benefits adopted by various organizations to make their total workers package serious and appealing for employees' comfort and lower employee turnover. However, this study will be dwelling on the four major types that are vital and relevant to the desires of an average worker. Incidentally, these are the four dimensions of the independent variables of this idea.

- (1) Medical allowance. (2) Life insurance. (3) Disability. (4) Retirement

Medical Allowance

A benefit allowance is money that a company or government agency provides to an employee for a specific purpose, such as transportation, healthcare costs or a flexible spending account. Benefit allowances administered to employees can be distributed through regular payroll.

Some countries offer free healthcare, but in other countries, people need to buy insurance. Offering health insurances is a fringe benefit, and the quality of it could be directly tied to employee productivity. In general, debilitated workers are not productive employees, and any insurance offered to workers should be affordable and offer reasonable amounts of coverage. Coverage should extend to family, as worker productivity may also be affected if family members get ill. When employees have affordable healthcare for themselves or family when needed, worker's productivity can increase due to better physical health and as a result of company loyalty for receiving this benefit.

Another health-related fringe tied to greater employee productivity is access to health club membership or to onsite workout facilities. This and other wellness benefits can have a positive effect. There can be direct correlation between physical health and ability to work more enthusiastically. Access to health clubs, nutritionist, weight loss programs and the like may all lead to healthier employees with more energy to work. Managers can utilize an advantage recompense to give workers adaptability in making an advantages bundle that best addresses their issues. Rather than forcing a specific medical care anticipates all workers, for instance, the business could offer a base arrangement in addition to an advantage remittance. Managers may set up an advantage stipend that additionally incorporates inclusion for wellbeing programs, like rec center enrollments, that add to the general soundness of the representative.

Life insurance

Another common employee benefit is life insurance or inadvertent passing and dissection protection. This in an occasion worker die, extra security advantages will be given installments to the representative's family to take care of memorial service costs and continuous everyday costs. This is to cushion the incredible financial burdens or obligation

this can be on a family in the event of sudden deaths of their financial provider. Life insurance has several categories depending on policy choice and premium charges. One more of this sort is the incidental demise and evisceration protection. This provides a lump sum payment if death or dismemberment of an employee is the direct result of a mishap. If the employee has both insurance benefits and die because of a mishap, both coverages will be paid to the families or beneficiaries. The two major life insurance policies are individual or group. The variation is as their name imply. Many employers generally offer free life insurance, known as group life. it is expected on all workers to sign up at the point of employment or usually enrollment is automatic. This coverage is usually specified at an amount, employee's annual salary or employees can even opt for an increased coverage thorough their employers at a more affordable and convenient premium than doing it on individual or person policy. There is an added benefit of not undergoing a typical medical exam, only required a fill out a detailed health questionnaire.

Disability benefits

Employers often offer either short term or long term inability protection to the employees. This is usually in case of any accident or injury to their employees which may result to some disabilities either permanently or temporarily. These types of benefits are of great worth to workers in times of serious injuries, accidents or illness that will necessitate inability to work for a short or lengthy timeframe. Disability insurance is designed to cover employees' expenses up to a certain amount during the period that they are unable to work.

During the short time disability period, a certain percentage of the employee's salary is usually paid until he recovers and fit enough to return back to his duty post. Same is valid for long term incapacity, however here the period of time of installment might contrast contingent upon the policy stipulate, some may last for two, five, ten years or even full retirement age.

Retirement benefits

All employees have the full knowledge that they will retire someday infact the actual date of retirement is usually known from the company policy. But the irony is that this all-important date still takes most workers unaware, unplanned and unprepared for.

To pad the impact of this scenario, HRM usually assist its workforce in preparing for these rainy days hence the retirement benefit scheme. There are two main types of retirement plan i.e. benefit plans and contribution plans.

Organizational Growth

Growth is something for which most companies strive, regardless of their size. Small firms want to get big, big firms want to get bigger. Without a doubt, organizations need to develop something like somewhat consistently to oblige the expanded costs that create over the long haul. With the progression of time, pay rates increment and the expenses of workers benefits ascend also. Regardless of whether no other organization costs rise, these two expense regions quite often increment after some time. It isn't generally imaginable to pass along these expanded expenses for clients and customers as more exorbitant costs. Subsequently, development should happen if the business wishes to keep up (Akbaba, 2016).

Organizational growth has the potential to provide small businesses with a myriad of benefits, including things like greater efficiencies from economies of scale, increased power, a greater ability to withstand market fluctuations, an increased survival rate, greater profits, and increased prestige for organizational members. Many small firms desire growth because it is seen generally as a sign of success and progress. Organizational growth is, in fact, used as one indicator of effectiveness for small businesses and is a fundamental concern of many practicing managers (Akbaba, 2016).

Organizational development, nonetheless, implies various things to various associations. There are numerous boundaries an organization might use to gauge its development. Since a definitive objective of most organizations is productivity, most organizations will quantify their development as far as net benefit, income, and other monetary information. Other entrepreneurs might utilize one of the accompanying rules for surveying their development: deals, number of workers, actual extension, accomplishment of a product offering, or expanded portion of the overall industry. At last, achievement and development will be measured by how well a firm does comparative with the objectives it has set for itself.

Organizational development has clear potential gains. It prods work creation. It establishes an animating and invigorating climate inside a firm. It sets out open doors for the business author and others in the organization to become affluent. Organizational development likewise has drawbacks. At the point when development is excessively fast, tumult can win. In such a circumstance an organization might see expanded deals yet a drop in benefits. A business might grow

out of the abilities of its chief, its representatives, and its consultants. Every one of those involved is probably going to become worried attempting to stay aware of the requests of extension.

Employee Satisfaction

Employee Satisfaction is the phrasing used to depict whether representatives are glad, battled and satisfying their longings and requirements at work. Many estimates support that employee satisfaction is an element in worker inspiration, worker objective accomplishment and flaunted worker confidence in the work place. "Susan M. Heath field. Crevice, Smith & Stone (1992) characterized employee satisfaction as the mix of full of feeling responses to the various impression of what he/she needs to get contrasted and what he/she really got. As indicated by Moyes, Shao and Newsome (2008) the employee satisfaction might be depicted as how satisfied a worker is with their situation of business. As Spector (1997) characterized work fulfillment as every one of the sentiments that a given individual has about his/her work and its different viewpoints. Worker fulfillment is a far reaching term that includes work fulfillment of representatives and their fulfillment generally with organizations' approaches, climate, and so forth.

One of the principle parts of Human Resource Management is the estimation of worker fulfillment. Organizations need to ensure that representative fulfillment is high among the laborers, which is a precondition for expanding efficiency, responsiveness, and quality and client support.

Human Relations point of view places that fulfilled specialists are useful labourers. In this way, organizational usefulness and productivity is accomplished through worker fulfillment and thoughtfulness regarding employees' physical just as socio feelings. Human relations scientists further contend that worker fulfillment opinions are best accomplished through keeping a positive social organizational climate, for example, by giving independence, investment, and shared trust (Likert, 1961). Employees' work satisfaction opinions are significant in light of the fact that they can decide synergistic exertion. Steady with this thinking, Likert (1961) has contended that cooperative exertion coordinated towards the association's objectives is vital for accomplishment of hierarchical targets, with miserable workers neglecting to take part (vially) in such endeavours. In a remarkable report directed by Harter et al. (2002), in view of 7,939 specialty units in 36 associations, the analysts found positive and meaningful connections between worker satisfaction commitment and the specialty unit results of efficiency, benefit, representative turnover, worker mishaps, and consumer loyalty. The dominating perspective has zeroed in on the situational setting (e.g., administrative service) as a reason for fulfillment and has contended that elite presentation work practices and accordingly a positive working environment cultivate worker satisfaction. Sharp perception of employee responses and direct is by a wide margin the most self-evident and least demanding method. Nonchalantly stroll around the workplace, watching employees working, cooperating with one another and converse with them casually. Is it true that they are grinning, invigorated, helpful and ready or sluggish, inert and pointless? You can even utilize an expert advisor as a goal outsider to survey the work environment and contrast and different organizations.

Job satisfaction is a vital aspect for working on both organizational and individual performance. Employees with undeniable degrees of job satisfaction are more spurred to accomplish the association's goals. Job satisfaction alludes to representatives' demeanor towards their positions which are the consequence of their view of the work or task that they do. A passionate or evaluative reaction can be positive, unbiased or negative (Aydogdu & Asikgil 2011).

When the worker sees that his expectations are not met in the job environment, the job dissatisfaction emerges. It prompts the abatement in the labour force efficiency, organizational commitment and obligation to the work and expansion in the paces of the discretionary stopping of the work (Santhapparaj, Srinu & Ling, 2005). It has been contended that associations can't be at their best until labourers are focused on the organizational objectives and goals. In any case, how much labourers are happy with their positions change and liable to elements, for example, work climate, work hours and timetables, reward framework, (Osibanjo, Abiodun, & Fadugba, 2012). All in all, labourers' responsibility can be depicted as an element of job satisfaction, which infers that specialists could be submitted in conveying their services when they are happy with their positions.

Quality Service

Service is a popular concept. Nightingale (2015) explained service quality as an evolving individual construct of values and expectations in contradiction of which an individual evaluates a product or service. Gronroos (2014) elucidated it as the consequence of an evaluation process, where the user compares their expectations with the service the person perceived and received. There are numerous ways to define service. Recognizing the detailed expectations of consumers, the scopes of the service quality, and their virtual importance for consumers for each specific section of this industry would absolutely help organizations in the challenge of refining the service quality (Akbaba, 2016).

According to Aduge- Ani (2017), service includes back stage activities and front stage activities where customers and suppliers come into contact with one another. The purpose of this contact is to fulfill the needs and demands of customers in the way they expect, just as create value in use for customers.

Estimating service quality is troublesome because of its extraordinary attributes: Intangibility, heterogeneity, indistinguishability and perishability (Bateson, 1995). Service quality is connected to the ideas of discernments and assumptions (Parasuraman *et al.*, 1985). Customers' perceptions of service quality result from a comparison of their before-service expectations with their actual service experience. The service will be considered excellent, if perceptions exceed expectations; it will be regarded as good or adequate, if it only equals the expectations; the service will be classed as bad, poor or deficient, if it does not meet them (Vázquez *et al.*, 2001).

Service quality is a concept causing much attention and controversy in research materials. Researchers have difficulty in providing definition and measurement of service quality (Wisniewski, 2011).

Service quality is characterized in many different ways depending on the object and the environment of the research. Service quality is the level of how much an assistance fulfills customer demands and expectations. Service quality is a service that meets the expectations of customers and satisfies their needs. According to Hartman & Meyer (2017), service quality as the gap between customer expectations and their perceptions after using the service.

Service Quality is a major aspect in many businesses since it determines the firm's value and also satisfies customer needs. Service quality is considered in a given context and aims at meeting the passengers' needs and wants, and how well the service delivered conforms to passengers' expectations (Namukasa, 2013). It may therefore, be defined as the general impression created by the consumer in relation to the efficiency of the business and its services (Wisniewski, 2011). It might likewise be considered as a chain of activities that the whole service delivery is distributed (Wisniewski, 2011). It has additionally been characterized as the contrast between what customers expected regarding the assistance they perceived and actually received.

Customer retention

Customer retention can be defined as how companies or organizations are able to maintain the existing customers' base on establishing good relations with all who buy the company's product, (Kotler, 2008). Customer retention marketing is a tactically driven approach based on customer behaviour. Some philosophies of retention include;

- 1 Retention marketing requires allocating market resources.
- 2 Active customers are retained.
- 3 Retain customers' means keeping them active with the company.
- 4 Marketing is a conversation between customers and the marketer.

Client retention isn't as it were a cost effective and profitable strategy, but in today's business world it is necessary. This is especially true when you remember that 80% of sales come from 20% of customers and clients. Client Retention is the movement that a selling organization embraces to decrease client abandonments. Fruitful client retention begins with the principal contact and firm has with a client and proceeds all through the whole lifetime of a relationship. An organization's capacity to draw in and hold new clients, isn't simply identified with its product or services, yet emphatically identified with the manner in which it benefits its current clients and the standing it makes inside and across the commercial center.

Client retention is more than giving the client what they expect; it is tied in with surpassing their assumptions so they become steadfast promoters for the brand. When people feel loyal to a certain brand or business, they are less likely to be persuaded by a competitor's adverts and offers.

According to Senge (2001), most marketing theory and practice centres on the art of attracting new customers rather than on retaining and cultivating existing ones, the emphasis traditionally has been on making sales rather than building relationships. An organization would be shrewd to quantify consumer loyalty consistently in light of the fact that the way to client retention is consumer loyalty. An exceptionally fulfilled client stays steadfast longer, purchases more as the organization presents new product and redesigns existing products, speaks well with regards to the organization and its product, tries to ignore contending brands and is less delicate to value, offers product or service thoughts to the organization and cost less to serve than new clients since exchanges are standard.

Employees Benefits and Organizational Growth

Employees today are not ready to turn out just for the money alone, they anticipate 'extra'. This extra is known as employee advantages. Otherwise called incidental advantages, Employee benefits financial just as non-financial form of benefits presented notwithstanding cash pay to improve workers' lives.

Albeit costly, there are numerous inherent advantages to furnishing your workers with a complete advantage plan. For most, it is the capacity to find and keep exceptionally qualified staffs that is the key driver. With the area being exceptionally cutthroat and the quantity of new workers entering the labour force waning, businesses are tested to turn out to be considerably more innovative and responsive in the plan, timing and liberality of their advantage plans. The more moderate the association, the more adaptable the construction is in light of the present difficulties: for example, like having four unique ages of workers working one next to the other. Bosses who keep on giving the more conventional and restricted program, may think that it is more hard to track down and keep various sorts of employees. So you would need to painstakingly plan your support agreement. Your bundle might incorporate a PDA to every laborer, taking them to a preparation studio or course, allowing them daily or two off each month, and so on. For the most part, prior to settling on the benefit packages, basically think about the related expenses for the organization.

III. CONCLUSIONS

The implementation of benefits has helped associations chasing strategic and operational goals. In a global economy, with millions of businesses vying for customers, an organization must have the option to persuade and properly reward employees or risk falling behind their competitors or worse, have their skilled employees with knowledge of the organization leave for their competitors. Employees expect and need to be rewarded according to the work done, aid them to develop their capabilities, and work up a higher level so that they can be better rewarded. The expectancy theory argued that choices regarding which exercises to take part in depend on the blend of three sets of convictions: hope, instrumentality and valence. The expectancy is worried about apparent connection between the measure of exertion an employee places in and the subsequent result. Instrumentality alludes to the degree to which the results of the workers' performance, whenever noticed, brings about a specific outcome. Valence suggests the degree to which a worker esteems a specific result. The implication of this theory to employees' motivation is that if an employee believes that regardless of how hard he works, he will never reach the necessary level of performance, then his motivation will probably be low in respect of expectancy. For instrumentality, the worker will be motivated only if his behaviour results in some specific consequence. If he works extra hour, he expects to be rewarded, while for valence, in the event that a worker is rewarded, the reward must be something he values.

Benefits are provided on organizational setting with the end goal of spurring and affecting people, group and authoritative conduct for the accomplishment of key targets and execution of the association. In any association, benefits assume a significant part in building and supporting the responsibility among employees that guarantee an elevated requirement of execution and labor force consistency. Employees are surely nearer to their associations and perform better positions when they get better award and acknowledgment in their associations. Benefits increase the degree of effectiveness and performance of the employees on their positions and the outcome thereof increase the achievement of the association. Employees want their performance to be appreciated and by offering those appropriate rewards and benefit packages is an effective way not only to achieve organizational goals but also to secure the continuation of the relationship with gifted employees.

The study x-rayed on managing benefits strategy in organizations with the aim to verifying its potency on employees' satisfaction, customer retention and efficient service delivery in the organizations. The study identified four dimensions of employee's benefits, medical allowance, life insurance, disability and retirement, and argued that the fundamental concerns of benefits management in an organization is how it can leverage on workers to perform better at workplace, ensure customer toward retention and enhance quality service. The study affirms further that benefits offered by organizations have positive relationship with job and satisfaction. As such, this propels employee's performance towards the accomplishment of organization goals. The study however, observed that if organizational reward strategy is perceived to be unfair and unrealistic, it will de-motivate employees.

Inferring from the above literature which has encapsulated the impact of benefit incentives, it is included that reward is of immense importance to the individual employee and to organizational efficiency. This is because human capital is now acknowledged as being central to knowledge management and thus desire to be treated well in order to sustain, retain and leverage it. The use of benefits schemes assists organizations not only to hold their core employees and avoid the associated cost of employee turnover, but to retain employee from being enticed by competitors. The significance of benefits schemes is additionally to make and support a competitive advantage within the global economy that is now interdependent and interrelated.

RECOMMENDATIONS

From the study conducted, the following suggestions are adduced:

1. The review suggests that benefit scheme in the association ought to be planned with explained procedures that ought to be implanted in the association's strategy.

2. Management ought to distinguish employee's need/preferences in developing their benefit systems. This will help in the formulation of sustainable organizational reward policies that will spur employee's satisfaction, customer retention and quality service delivery in the organization.
3. There is the requirement for the administration of organizations to always be mindful of well-articulated and competitive pay packages, medical allowance and all other benefits.
4. Management should always review the available benefit scheme to make them more appealing to the workers.
5. Employees' opinion should be sought when reviewing the benefits so that only what is valuable to the workers are introduced.
6. There is also the need to communicate the available benefits to the employees so that they can be aware and reciprocate management efforts by working harder to make organization perform better.

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