

## **EMPLOYEE WELFARE PACKAGES AND THE PERFORMANCE OF PUBLIC ORGANIZATIONS IN RIVERS STATE, NIGERIA**

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### **ABSTRACT**

The study examined employee welfare packages and ways in which they can promote the performance of public organizations in Rivers State, Nigeria. A descriptive survey research design was adopted. The study was guided by two research questions and two hypotheses. The population of the study consisted of the 15,600 civil servants in Rivers State. A sample size of 780 civil servants comprising of 400 males and 380 females was drawn through stratified random sampling technique. A questionnaire titled; “Employee Welfare Packages and Organizational Performance Questionnaire (EWPOPQ)” was designed by the researcher and was used for data collection. The instrument which contained 23 items was properly validated and a reliability of 0.81 was obtained through Cronbach Alpha approach. Percentages, mean and standard deviation were used to answer the research questions while z-test was used to test the hypotheses at 0.05 level of significance. The results of the study showed that the employee welfare packages enjoyed by civil servants in Rivers State included rent subsidy and transport allowance but they were less than expected. The study revealed that adequate employee welfare packages could enhance staff performance by promoting job commitment and satisfaction as well as enhance productivity and efficiency in the utilization of resources. Based on the findings, the study recommended that the Rivers State Government should implement adequate welfare packages such as the new minimum wage and ensure that she upholds the agreements reached with labour unions in the state to avoid adverse industrial actions.

**Keywords:** Employee Welfare, Public Organizations, Performance, Civil Servants and Public Service.

### **INTRODUCTION**

In every organization, there are always people committed to working for its growth and continued sustainability. These people work towards the attainment of the organization’s goals. The performance of the organization depends on the willingness of these people to put in their best endeavours in rendering quality service and ensuring that available resources are effectively utilized. In fact, for an organization to attain her goals, vision and mission, it would need a team of satisfied and happy staff in her workforce (Oshagbemi, 2000). It is therefore very important for an organization to attract, retain and maintain competent and high-performance staff in its employment. The continuous care and attention given to staff members will make them feel a sense

of belonging and affect their ability to contribute to the growth and development of the organization.

One of the essential functions of management is to determine how employees can be motivated to be highly productive by satisfying their needs. This assumption presupposes that every worker has some internal urge which propels him in specific directions towards the realization of his entire life's ambition. According to Anikpo (2014), the direction of those urges or needs differs from one employee to another. However, certain uniform clusters of needs have been very easy to determine and when these needs are being provided, it will help to enhance productivity in the public sector. According to Nzelibe (1990) and Nzelibe & Moruku (2010) the assumption that Nigeria workers are motivated to perform more by increased in wages and other salary supplement such as pay leaves, fees for health care programme, bonuses, pension and gratuity plans and insurance have received some support.

Employee welfare could be viewed as the efforts that management puts in place to make life worth living for employees of an organization (Abu, 2016; Ayinde, 2014). Employee welfare involves the provisions of various services, facilities and amenities for the benefit of the employees for improved standard of living. It is part of the efforts of management of an organization to meet the needs of their workforce in order to improve their productive capacity. Employee welfare is directed towards ensuring that the employees are happy and comfortable, in order to perform their tasks effectively. Employee welfare has been relevant in recent times for greater achievement of desired goals of various organizations. There is the need to provide a good working environment, staff quarters or accommodation, health care services, safety and appropriate remuneration. Failure of organizations to adequately take the welfare of their staff into consideration could lead to poor performance and low productivity. Some employers now recognize that addressing employee welfare is one way of positive and effective human resource management which is critical to organizations performance.

Many employees of public organizations in Rivers State are performing below expectations. Most of their workers, particularly those in the civil service in Rivers State, do not come to work early and not even every day. They seem not to be satisfied with their job. Their working environment is not conducive and adequate facilities are not provided to motivate them to improve their job performance. Adequate incentives and welfare packages seem not to be provided by their

employers. Some employees augment their income from two or three different places of work but they are still not getting job satisfaction and do not enjoy financial freedom. Some employees are owed backlog of salaries as well as their promotion arrears and other benefits to which they are entitled. This situation demoralizes workers and makes some of them to lose interest in their jobs. According to Coventry & Barker (2008), employee welfare packages include a wide range of things such as providing social club, sports facilities and canteens as appropriate, supervising staff and works, running sick clubs and savings schemes, dealing with superannuation, pension funds and leave grants, making loans available in hardship times, arranging legal aid and giving advice on personal problems, making long service grants and providing assistance to staff transferred to another area and providing fringe benefits (such as payment during sickness, luncheon vouchers and other indirect advantages).

Owusu-Acheaw (2010) defined performance as the quantity of goods and/or services produced over a specified period of time in relation to resource inputs or utilization. It equally includes how well the organization's staff perform their assigned roles in order to please or satisfy their customers. Productivity in this case shows the level of effectiveness and efficiency in the utilization of resources by employees for quality outputs. Inadequate attention to the welfare of staff in any organization may affect the progress of such organization. It is against this background that the researcher was motivated to examine the employee welfare packages of civil servants in Rivers State and how it affects the performance of public organizations in the State.

### **Statement of the Problem**

It is difficult for any organization to achieve its goals without adequate management of its human resources. They need to be adequately motivated to enable them put in their best efforts in order to enhance the performance of the organization and the achievement of set targets. It has been observed that workers in public organizations in Rivers State often embark on strikes to pressure the government to meet some of their demands. Some employees are habitually late to work every day while others do not come to work every day. This implies that some employees in public organizations in Rivers State hardly put in their best efforts to enhance the performance of their organizations.

The above scenario would suggest that human resource management is not receiving proper attention in public organizations in Rivers State. The implication would be that employee welfare is not getting the adequate attention that it deserves and hence the frequent strikes by civil servants and other nonchalant attitudes from them. This situation hinders efficiency and effectiveness in the utilization of resources for better productivity. This is a problem worthy of further investigation as to the root causes and how to address it.

### **Aim and Objectives of the Study**

The purpose of this study is to investigate employee welfare packages and the ways in which they can promote the performance of public organizations in Rivers State. Specifically, the study has the following objectives:

1. To ascertain what employee welfare packages that are enjoyed by civil servants in Rivers State.
2. To determine ways in which adequate employee welfare can enhance the performance of public organizations in Rivers State.

### **Research Questions**

The following research questions guided the study;

1. What are the employee welfare packages enjoyed by civil servants in Rivers State?
2. In what ways can adequate employee welfare enhance the performance of public organizations in Rivers State?

### **Research Hypotheses**

The following hypotheses were tested at 0.05 level of significance.

**H<sub>01</sub>:** There is no significant difference between the mean scores of male and female civil servants on the employee welfare packages enjoyed by civil servants in Rivers State?

**H<sub>02</sub>:** There is no significant difference between the mean scores of male and female civil servants on the ways in which adequate employee welfare can enhance the performance of public organizations in Rivers State.

## LITERATURE REVIEW

### **Theoretical Foundation**

This study is anchored on Herzberg's two factor theory. The theory which is also referred to as the motivator – hygiene theory was propounded by Fredrick Herzberg as cited in Okorie (2012). Motivational factors are intrinsic to work itself. They make the work more challenging, enjoyable and rewarding. These factors include achievement, recognition, responsibility, advancement, growth possibility and the work itself. On the other hand, the hygiene or dissatisfiers have a preventive quality because workers may not be happy working when the environment, they operate in is not hygienic. However, the good hygiene in their work environment does not necessarily guarantee happiness. Rather, it helps to reduce the feeling of dissatisfaction. The hygiene factors explain the work context and they are established to avoid unnecessary pleasantries in workplace. The hygiene factors include; organizational policy and administration, supervision, salary, working conditions, relationship with supervisors and subordinates, status and security.

Employees are expected to enjoy certain conditions of service as a result of the traditional work relationship between them and their employers. When these conditions sufficiently exist in their workplaces, they perform better to meet the minimum requirements of their job. But failure of the conditions to exist in adequate quantity or their absence will cause employees to be dissatisfied in their work, unhappy and they will be less productive. This situation will reduce their level of motivation and may cause them to be ineffective in their job performance. This theory highlights the importance of employee welfare in job performance. Its proposition is that employee welfare is directly related to employee performance. This theory works well when they have same objective of better welfare for both employers and employees.

### **Conceptual Literature Review**

#### **Employee Welfare**

Welfare is a broad concept which refers to the state of living of an individual or a group in a desirable relationship with the total environment- ecological, economic and social. After basic pay and incentives, the third major components of organizational reward system are welfare and social

security benefits some of which are mandated by law and some are voluntary. Adequate levels of earnings, safe and humane conditions of work and access to some minimum social security benefits are the major qualitative dimensions of employment which enhances quality of work life of workers and their productivity (Keitany, 2014).

As a concept, welfare can be considered to be a desirable state of existence involving physical, mental, moral and emotional well-being. Stratton (2005) defined employee welfare programmes as the good fortune, health, happiness and prosperity of a person, group, or organization; well-being: to look after a child's welfare; the physical or moral welfare of society. This is the financial or other assistance to an individual or family from an organization, city, state, or national government. Employee welfare is a comprehensive term including various services, benefits and facilities offered to employees by their employers. The welfare packages need not only be monetary. They could be benefits in kind or other forms but also capable of being monetised. These include items such as allowances, housing, transportation, medical insurance and food. Employee welfare also includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against diseases, accidents and unemployment for workers and their families. Through such benefits services and facilities, the employer makes life worth living for employees hence improved employee performance.

According to Abu (2016), employee welfare is any effort by the employer to make life worth living for workmen. Welfare is a comprehensive term including various service, benefits and facilities offered to employees by their employers through such generous fringe benefits that make their life worth living and thereby motivate them to give their best at work. Welfare includes anything that is done for comfort and improvement of employees and is provided over above the wages. Welfare helps in keeping the morale and motivation of the employees high so as to retain the employee's services. Employee welfare includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against disease,

accident and unemployment for the workers and their families. Employee welfare entails all those activities of employer which are directed towards providing the employees with certain facilities and services in addition to wages or salaries. The very logic behind providing welfare schemes is to create efficient, healthy, loyal and satisfied labour force for the organization to enhance performance level (Armstrogn, 2008).

In the view of Gannon (2002), employee welfare is an all-encompassing term covering a wide range of facilities that are essential for the well-being of your employees. Armstrong (2008) referred to it as the total package offered to employee over and above salary which increases their wealth and well-being at some cost to the employer. The idea behind providing welfare package is to create healthy, dedicated, loyal, efficient and satisfied workforce for the organization. The purpose of providing such facilities is to make their work life better and to equally enhance their standard of living. Employee welfare packages are additional compensation given to employees as rewards for organizational membership (Nzelibe, 2011). Employee welfare is any effort by the employer to make life worth living for workmen. Employee welfare is a general term comprising of various services, benefits and facilities given to employees by their employers through such generous fringe benefits to encourage, entice and motivate employees to work harder and conscientiously for greater productivity.

Coventry (2004) asserted that employee welfare includes providing social club and sports facilities as appropriate, supervising staff and workers' canteens, running sick clubs and savings schemes; dealing with superannuation, pension funds and leave grants, making loans on hardship cases; arranging legal aid and giving advice on personal problems; making long service grants; providing assistance to staff transferred to another area and providing fringe benefits (such as payment during sickness, luncheon vouchers and other direct and indirect support to the employee) .

The International Labour Organization (ILO) broadly classifies welfare services into two groups. The first group are referred to as intra-mural activities which are provided within the establishment such as latrines and urinals, drinking water, washing and bathing facilities, crèches, rest shelters and canteen, drinking water, arrangements for prevention of fatigue, health services including occupational safety, uniform and protective clothing and shift allowances. The second group are extra-mural activities which are undertaken outside the establishment such as maternity benefits, social insurance measures like gratuity pension, provident fund and rehabilitation, physical fitness

and efficiency, family planning and child welfare, education facilities, housing facilities, recreational facilities including sports, cultural activities, transport to and from the place of work (Manju & Mishra, 2007). They may also be divided into statutory and voluntary welfare services which comprise the legal provision in various pieces of labour legislation and activities which are undertaken by employees for their workers voluntarily respectively (Ankita, 2010).

Osterman (2010) concluded that staff productivity is a function of staff welfare. Itodo & Abang (2018) equally concluded in their study that good welfare package has a strong influence on the performance level of the officers and men of the police force. Therefore, to promote job commitment and satisfaction on the part of the workforce mostly in the civil service, government and management team of public organizations should design appropriate and adequate welfare packages for the workers in order to promote high performance.

According to Agusioma, Nyakwara & Mwiti (2019) lack of effective reward system for compensating the employee impacts negatively on the level of employee job satisfaction and work morale. An organization's performance could be viewed from quality-of-service delivery, level of productivity, internal business process in terms of efficiency and effectiveness in the utilization of resources, employee job satisfaction and motivation. An organization could be assumed to be performing well when there is high quality service delivery, high level of productivity, high level of efficiency and effectiveness in the utilization of available resources, high level of employees' job satisfaction, motivation and retention. According to Okumbe (2010) and Abbah (2014) an organization that is sincerely committed to Employee welfare is concerned about creating a positive work environment where the employees recognize that they are valued. This sense of value and belonging will enhance their performance.

### **Empirical Review**

Employee welfare policies play an important role in getting workers to put in their best in the services. Also, it is recognized that people are the pivot on which organization depends on for effective mobilization of the efforts of every individual in that organization. According to William & Judith (2015) motivation is the intention of achieving a goal and is a much complex human activity. While a drive is often considered as an innate mechanism to attain a goal or satisfy need,



in this view, human desires services to satisfy biological needs such as hunger. There exist satisfactory elements which motivate the workforce to work hard and help to achieve increase in performance.

Nwankwo, Ocheni & Atakpa (2013) considered employee welfare as the merging force that induces or compels and maintains behaviour. The importance of this definition is that human behaviour is motivated. This means that for an organization to achieve its goals and get the best out of its employees, such organization must induce or motivate the employee. Cole (2002) conceived welfare as a motivational action which stimulate employees toward a desired outcome. Also, Nwachukwu (2004) added that welfare program is important to the organization and employee from the employer's point of view. It is anticipated that a good employee welfare program will induce them to work hard and improve general employee morale. This service should be competitive in order to attract and retain quality employee.

Allender, Colquhoun & Kelley (2011) found that workplace health care leads to job motivation and satisfaction following the provision of health benefits to the employees. Eaton, Marx & Bowie (2007) studied various employee welfare programs in United States institutions and its impacts on health behaviour and status of faculty and staff. The data was collected through the application of computer-assisted telephone interviews, self-administered mail questionnaires and computer-assisted personal interviews; 67.2% of the results reflected that health promotions can attract and retain skilled faculty and staff. The study concluded that employee welfare programs positively impacted on the health and wellbeing of employees increasing their service delivery.

Grawitch *et al.* (2007) examined the affiliation between diverse workplace practices which comprised of safety and health practices and satisfaction level in terms of commitment and

turnover intention in universities. A web-based survey was conducted on 152 university faculties and staff through a college distribution list. The results confirmed that the health and safety practices are positively related to employee job satisfaction in terms of turnover intentions. As a result, it is significant to identify and understand the needs of human capital in order to enhance performance and service delivery in the form of individual basis and the organization as a whole.

Haines *et al.*, (2007) studied the effectiveness of the 12-weeks walking program in improving the health of employees. After attending a study orientation, 125 college faculties and staff were requested to complete Godin Leisure Time exercise questionnaires in order to seek their current physical activity status. The results emphasized that the health promotion programs positively impacted on the welfare of employees and their service delivery.

The research of Chen *et al.*, (2006) analysed the satisfaction level of educators on six quality attributes and the priority of improvements in Taiwan and established that the retirement provision scheme is among the top three concerns of educators which enhance the job motivation level of educators in institutions. Also, Ramachandran *et al.* (2005), examined the determinants affecting motivation level and job satisfaction among educators and improvement required in India. The research involved interviews with administrators, teachers' union leaders, educators, NGOs, researchers, focus group discussion and surveys 20 in 10 schools of Tonk District of Rajasthan. The findings showed that almost all the educators felt satisfied with their work when government provided pension scheme. Furthermore, Urwick *et al.* (2005) investigated the factors determining motivation level leading to work satisfaction and means to improve them in Sub-Saharan Africa and South Asia. By using focus groups, they interviewed the head teachers, teachers, community and the Association between employee welfare and job motivation representatives. The findings

further confirmed that the interviewees agreed that the provision of pension scheme boosted work motivation levels.

Tiwari (2014) focused on employee welfare facilities and its impact on employees' efficiency at Vindhya Telelinks Limited, Rewa in India. The study established that the employee welfare facilities provided by the company to employees were satisfactory and commendable but there was still of scope for improvement so that efficiency, effectiveness and productivity can be enhanced to accomplish the organizational goals. Health, safety and welfare are the measures of promoting the efficiency of employee. The various welfare measures provided by the employer will have immediate impact on the health, physical and mental efficiency, alertness, morale and overall efficiency of the worker and thereby contributing to the higher productivity. The basic propose of employee welfare is to enrich the life of employees and to keep them happy and contented.

## **METHODOLOGY**

The study adopted descriptive survey research design. The population of the study consisted of the fifteen thousand six hundred (15,600) civil servants with the Rivers State civil service (Source: Office of the Head of Service, Port Harcourt, 2019 Report). A sample of seven hundred and eighty (780), comprising of four hundred (400) male and three hundred and eighty (380) female civil servants was drawn through stratified simple random sampling technique. This sample size represented 5% of the population. A questionnaire entitled, "Employee Welfare Packages And Organizational Performance Questionnaire (EWPOPQ)" designed by the researcher was used for data collection and the responses were scored on a 4-point Likert scale with Strongly Agree (SA), 4, Agree (A), 3, Disagree (D), 2 and Strongly Disagree (SD), 1. The instrument was properly validated and a reliability coefficient index of 0.81 was obtained through Cronbach Alpha Method. Percentages, mean and Standard Deviation were used to answer the research questions while z-test was used to test the hypotheses at 0.05 level of significance.

**DATA ANALYSIS AND RESULTS**

**Research Question One:** What are the Employee welfare packages enjoyed by civil servants in Rivers State?

**Table 1:** Percentages, mean scores and standard deviation analysis of the responses of male and female civil servants on the Employee welfare packages enjoyed by civil servants in Rivers State.

S/ N	Employee welfare Packages Enjoyed by civil servants	Male Civ. Serv. N=400						Female Civ. Serv. N=380						Mean set	Decision
		SA	A	D	SD	X	STD	SA	A	D	SD	X	STD		
1.	Civil servants in Rivers State enjoy payment of new minimum wage.	60 (240) 15%	82 (246) 21%	128 (256) 32%	130 (130) 32%	2.18	0.82	68 (172) 18%	69 (207) 18%	102 (204) 27%	141 (141) 37%	2.17	0.94	2.18	Disagree
2.	Civil servants and their family members enjoy highly subsidized medical treatment.	66 (264) 16%	75 (225) 19%	132 (264) 33%	127 (127) 32%	2.20	0.81	62 (248) 16%	86 (258) 23%	108 (216) 28%	124 (124) 33%	2.23	0.95	2.22	Disagree
3.	Civil servants enjoy subsidized decent staff quarters.	72 (288) 18%	76 (228) 19%	124 (248) 31%	128 (128) 32%	2.23	0.79	50 (200) 13%	46 (138) 12%	99 (198) 26%	185 (185) 49%	1.90	0.93	2.07	Disagree
4.	Civil servants in Rivers State enjoy rent subsidy.	106 (424) 27%	138 (414) 34%	63 (126) 16%	93 (93) 23%	2.64	0.58	89 (356) 23%	112 (336) 30%	82 (164) 22%	97 (97) 25%	2.51	0.61	2.58	Agree
5.	Car loan is provided to civil servants in Rivers State.	54 (216) 13%	72 (216) 18%	143 (286) 36%	131 (131) 33%	2.12	0.83	42 (168) 11%	65 (195) 17%	94 (188) 25%	179 (179) 47%	1.92	0.91	2.02	Disagree
6.	Housing loan is provided to civil servants in Rivers State.	52 (208) 13%	70 (210) 18%	140 (280) 35%	138 (138) 34%	2.09	0.85	44 (176) 12%	69 (207) 18%	96 (192) 25%	171 (171) 45%	1.96	0.89	2.03	Disagree
7.	Civil servants are regularly promoted when they are due in Rivers State.	61 (244) 15%	73 (219) 18%	132 (264) 33%	134 (134) 34%	2.15	0.81	46 (184) 12%	66 (198) 17%	102 (204) 27%	166 (166) 44%	1.98	0.88	2.07	Disagree

8.	Promotion of civil servants go with relevant financial increment in Rivers State	69 (276) 17%	78 (234) 20%	120 (240) 30%	133 (133) 33%	2.21	0.78	51 (204) 13%	55 (165) 14%	86 (172) 23%	188 (188) 50%	1.92	0.91	2.07	Disagree
9.	Civil servants in Rivers State enjoy transport allowance.	109 (436) 27%	141 (423) 35%	69 (138) 17%	81 (81) 21%	2.70	0.56	93 (372) 24%	120 (360) 32%	86 (172) 23%	81 (81) 21%	2.59	0.60	2.65	Agree
10.	Civil servants in Rivers State enjoy hazard allowance.	62 (248) 15%	68 (204) 17%	104 (208) 26%	166 (166) 42%	2.07	0.86	44 (176) 11%	60 (180) 16%	199 (398) 52%	77 (77) 20%	2.19	0.86	2.13	Disagree
11.	Capacity building programmes for career growth is regularly provided.	70 (280) 17%	74 (222) 19%	101 (202) 25%	155 (155) 39%	2.15	0.81	55 (220) 14%	83 (249) 22%	100 (240) 26%	142 (142) 37%	2.13	0.83	2.14	Disagree
12.	Allowances for participating in capacity building programmes is provided for civil servants in Rivers State.	72 (288) 18%	76 (228) 19%	100 (200) 25%	152 (152) 38%	2.17	0.80	60 (240) 16%	65 (195) 17%	118 (236) 31%	137 (137) 36%	2.13	0.80	2.15	Disagree
13.	Soft loans are provided to civil servants facing hardship.	68 (272) 17%	79 (237) 20%	104 (208) 26%	149 (149) 37%	2.17	0.80	62 (248) 16%	68 (204) 18%	116 (232) 31%	134 (134) 35%	2.15	0.79	2.16	Disagree
14.	Legal aids are provided to civil servants who have court cases but cannot afford to hire a lawyer.	66 (264) 16%	74 (222) 19%	102 (204) 25%	158 (158) 40%	2.12	0.83	63 (252) 17%	71 (213) 19%	112 (224) 29%	134 (134) 35%	2.17	0.78	2.15	Disagree
15.	Adequate recreational facilities are provided for civil servants in Rivers State.	74 (296) 18%	80 (240) 20%	92 (184) 23%	154 (154) 39%	2.19	0.82	65 (260) 17%	73 (219) 19%	115 (230) 30%	127 (127) 34%	2.20	0.77	2.20	Disagree
	<b>Aggregate mean and standard deviation</b>					<b>2.23</b>	<b>0.78</b>					<b>2.14</b>	<b>0.83</b>	2.18	Disagree

Source: Survey Data

Data on Table 1 show that out of the 15 items, the respondents agreed on only two items (4 and 9), and they disagreed on the rest 13 items. 61% and 53% of the male and female civil servants agreed that they enjoy rent subsidy; while 62% and 56% of the male and female civil servants agreed that they enjoy transport allowance. Items 4 and 9 were the only 2 items with mean set scores of 2.58 and 2.65 which were greater than the criterion mean score of 2.50.

All the rest 13 items had various mean set scores ranging from 2.00 to 2.20 which were less than the criterion mean of 2.50. Hence the respondents disagreed on them. The aggregate mean of 2.23 for male civil servants and 2.14 for female civil servants, which did not differ so much, showed that both respondents unanimously agreed on the employee welfare packages they enjoy in Rivers State.

Therefore, the Employee welfare packages enjoyed by civil servants in Rivers State are rent subsidy and transport allowance. civil servants in Rivers State do not enjoy: payment of new minimum wage, subsidized medical treatment, subsidized decent staff quarters, car loans, housing loans, regular promotion, payment of relevant financial increment, hazard allowances, regular capacity building programmes, allowances for participating in capacity building programmes, soft loans for workers facing hardship, legal aids and adequate recreational facilities are not provided to civil servants in Rivers State.

**Research Question Two:** In what ways can adequate employee welfare enhance the performance of public organizations in Rivers State?

**Table 2:** Percentages, mean scores and standard deviation analysis of the responses of male and female civil servants on ways in which adequate Employee welfare can enhance the performance of public organizations in Rivers State.

S/N	Ways in which adequate Employee welfare packages can enhance the performance of public organizations.	Male Civ. Serv. N=400						Female Civ. Serv. N=380						Mean set	Decision
		SA	A	D	SD	X	STD	SA	A	D	SD	X	STD		
1.	It promotes job commitment/satisfaction	130 32%	163 40%	66 17%	42 11%	2.95	0.60	116 31%	149 39%	52 14%	63 16%	2.84	0.64	2.90	Agree
2.	It enhances productivity.	148 37%	180 45%	44 11%	28 7%	3.12	0.58	133 35%	162 42%	48 13%	37 10%	3.03	0.59	3.08	Agree
3.	It enhances efficiency in the utilization of available resources.	129 32%	155 39%	61 15%	55 14%	2.90	0.62	118 31%	160 42%	52 14%	50 13%	2.91	0.66	2.91	Agree
4.	Decreases the rate of employees' attrition in public organizations.	138 34%	164 41%	75 19%	23 6%	3.04	0.59	136 36%	136 36%	54 14%	54 14%	2.93	0.67	2.99	Agree
5.	Adequate Employee welfare packages give employees a sense of belonging/motivation.	140 35%	146 37%	48 12%	66 16%	2.90	0.62	124 33%	130 34%	62 16%	64 17%	2.83	0.65	2.87	Agree
6.	Employee welfare packages make employees life worth living.	123 31%	154 39%	61 15%	62 15%	2.85	.63	112 30%	141 37%	92 24%	35 9%	2.87	0.61	2.86	Agree
7.	Employee welfare packages reduce the ability of employees to save money.	91 23%	95 24%	112 28%	102 25%	2.44	0.66	64 17%	88 23%	126 33%	102 27%	2.30	0.70	2.37	Disagree
8.	Employee welfare packages reduce the ability of employees to invest for their future.	88 22%	90 22%	104 26%	118 30%	2.37	0.68	72 19%	84 22%	121 32%	103 27%	2.33	0.69	2.35	Disagree
	<b>Aggregate mean and standard deviation</b>					<b>2.82</b>	<b>0.62</b>					<b>2.76</b>	<b>0.65</b>		

Source: Survey Data

Data on Table 2 show that out of the 8 items, the respondents agreed on 6 of them. They agreed on items 1 to 6 which had weighted mean set scores that were greater than the criterion mean of 2.50. Also, over 60% of the male and female respondents agreed on these items. Items 7 and 8 had weighted mean set scores that were less than the criterion mean of 2.50 and they were disagreed upon by the respondents. The aggregate mean of 2.82 and 2.76 for the male and female respondents respectively, which did not differ so much, indicated that the male and female civil servants have a common understanding about the ways in which adequate Employee welfare packages enhance the performance of public organizations.

Therefore, the ways in which adequate employee welfare packages can enhance the performance of public organizations include the following: it promotes job commitment/satisfaction; it enhances productivity; it enhances efficiency in the utilization of available resources; it decreases the rate of employees' attrition in public organizations; it gives employees a sense of belonging/motivation; and Employee welfare packages make employees' life worth a living.

### **Test of Hypotheses**

**Hypothesis One:** There is no significant difference between the mean scores of male and female civil servants on the Employee welfare packages enjoyed by civil servants in Rivers State.

**Table 3:** z-test of difference between the mean scores of male and female civil servants on the employee welfare packages enjoyed by civil servants in Rivers State.



Gender	N	X	STD	Df	z-cal.	z-critical	Level of sign.	Decision
Male	400	2.23	0.78					
				778	1.560	$\pm 1.960$	0.05	Ho <sub>1</sub> not
Female	380	2.14	0.83					significant

Source: Survey Data

Results in Table 3 indicate that the mean scores of male and female civil servants were 2.23 and 2.14 respectively. These mean scores show that they are closely related and did not differ significantly from each other. Furthermore, at 778 degrees of freedom and 0.05 level of significance, the calculated z-score of 1.560 was less than the z-table or z-critical value of  $\pm 1.960$ . Hence, the null hypothesis was rejected and therefore established that, there is no significant difference between the mean scores of the male and female civil servants on the employee welfare packages enjoyed by civil servants in Rivers State.

**Hypothesis Two:** There is no significant difference between the mean scores of male and female civil servants on the ways in which adequate employee welfare can enhance the performance of public organizations in Rivers State.

**Table 4:** z-test of difference between the mean scores of male and female civil servants on the ways in which adequate employee welfare can enhance the performance of public organizations in Rivers State.

Gender	N	X	STD	Df	z-cal.	z-critical	Level of sign.	Decision
Male	400	2.82	0.62					
				778	1.318	$\pm 1.960$	0.05	Ho <sub>2</sub> not
Female	380	2.76	0.65					significant

Source: Survey Data

Results in Table 4 indicate that the mean scores of male and female civil servants were 2.82 and 2.76 respectively. These mean scores showed that they are closely related and did not differ significantly from each other. Furthermore, at 778 degrees of freedom and 0.05 level of significance, the calculated z-score of 1.318 was less than the z-table or z-critical value of  $\pm 1.960$ . Hence, the null hypothesis was rejected and therefore established that, there is no significant difference between the mean scores of the male and female civil servants on the ways in which adequate employee welfare can enhance the performance of public organizations in Rivers State.

### **DISCUSSION OF FINDINGS**

The study examined employee welfare packages and the ways in which they can promote the performance of public organizations in Rivers State. The results showed that, the welfare packages enjoyed by civil servants in Rivers State were rent subsidy and transport allowances. Civil servants in Rivers State do not enjoy: payment of the new minimum wage, subsidized medical treatment, subsidized decent staff quarters, car loans, housing loans, regular promotion, payment of relevant financial increment caused by promotion, hazard allowance, regular capacity building programmes, allowances for participating in capacity building/workshops, soft loans for workers facing hardship, legal aids and adequate recreational facilities. These findings were in agreement with the reasons for the last strike embarked upon by Nigerian Labour Congress (NLC), Rivers State chapter in 2018. The government reached an agreement with them to meet up some of their demands but have not yet done so to date.

These unfulfilled and broken promises and agreements demoralize the workers and reduce their level of performance and productivity. Government should endeavour to avoid issues that will lead workers in the State to embark on strike actions because it is an economic loss to the State and the

Nation at large. They should fulfil and implement promises and agreements with labour unions in order to command respect and integrity. Failure to do so could cause insubordination and poor attitude to work. The findings are in tandem with Agusioma, Nyakwara & Mwiti (2019). They were of the opinion that lack of effective ways of compensating workers affect their interest in the work they are doing. It demoralizes them and impacts negatively on their job satisfaction and organizational productivity.

The results of the study equally show that adequate employee welfare package can enhance the performance of public organizations by promoting job commitment, productivity and efficiency in the utilization of resources. It equally decreases the attrition rate in public organizations and give workers a sense of belonging.

These findings are in agreement with the positions of Nzelibe (2011), Itodo & Abang (2018) and Okumbe (2010). These scholars in their respective studies explored the relevance of adequate employee welfare and compensation in organizational performance. Employee welfare packages are useful measures of creating harmonious working environment in public organizations. Providing adequate employee welfare packages to employees promote quality service, efficient use of resources and contentment among staff. It enhances organizational productivity and the retention of a team of staff that are highly motivated and satisfied with their conditions of service.

## **CONCLUSION**

These findings show that employees of public organizations in Rivers State are not enjoying adequate employee welfare packages. This situation affects their morale and attitude to work. It is important to note that staff productivity is a function of staff welfare. When employers take adequate care of their staff and their families, they create room for a peaceful and harmonious

working relationship between the staff and management. This enhances staff performance, productivity and sustainability of the organizations. Therefore, management of public organizations should ensure that the welfare of their staff is enhanced and adequately taken care of. This will enable them to effectively and efficiently take care of the tasks assigned to them for the performance, growth and development of their organizations.

## RECOMMENDATIONS

Based on the findings, the researcher recommended as follows:

1. Rivers State Government should implement the new minimum wage and other welfare packages for civil servants in the State and should pay them all the minimum wage arrears and the backlog of other allowances so far accumulated.
2. Rivers State Government should ensure that she abides by agreements reached with labour unions in the State to avoid unnecessary strike actions.
3. Rivers State Government should provide adequate employee welfare packages for workers in public service in order to promote high performance.

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