

Staff Benefits and Its' Activities on Employee Productivity: A Study of Chukwuemeka Odumegwu Ojukwu University, Igbariam – Anambra State, Nigeria

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Abstract: *Employee benefits are defined as indirect, non-cash, or cash compensation paid to an employee above and beyond regular salary or wages. ... These benefits include health insurance, life insurance, paid vacation, flexible work schedules and workplace perks like on-site snacks and meals. It entails everything form of services, facilities and benefits that are provided or done by an employer towards the comfort and improvement of employees. It is a corporate attitude or commitment reflected in the expressed care for employees at all levels, underpinning their work and the environment in which it is performed. It is undertaken in order to motivate employees and raise the productivity levels by using training and development, employee referral scheme, substantive and progressive plan record to improve employee performance in the organization. They are capable of attracting and holding employees, higher efficiency, boost the morale of employees, build a competitive edge to get timely result, assisting employees in meeting their needs, helping in lowering unit cost of production, improving morale, increasing employee security and blunting the sharp edges of management. An employee who feels appreciated will be more fulfilled, satisfied and more productive. It is with this view that the writers undertake a study of Staff Benefits and Its' Activities on Employee Productivity: A Study of Chukwuemeka Odumegwu Ojukwu University, Igbariam – Anambra State, Nigeria. The broad objective of this study is to examine the effect of staff benefit on productivity and the study adopts Maslow's Hierarchy of needs theory. Random sampling technique was also used with Chi-square as the statistical tool and as well as questionnaire.*

Keywords: Benefit, Efficient, Morale, Productivity, Welfare service

Introduction

Management in some form or another is an integral part of living and is essential wherever human efforts are to be undertaken to achieve desired objectives. The basic ingredients of management are always at play, whether we manage our lives or business. It is a set of principles relating to the functions of planning, organizing, directing, and controlling, and the applications of these principles in harnessing physical, financial, human, and informational resources efficiently and effectively to achieve organizational goals". Management is essential for an organized life and necessary to run all types of organizations. Managing life means getting things done to achieve life's objectives and managing an organization means getting things done with and through other people to achieve its objectives (Koontz, 2017).

One of the basic functions of management is to determine how employees can be motivated to high production by satisfying their needs. This assumption presupposes that every worker has some internal urges which propel 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 and Ezeonwu (2010), the assumption that Nigeria workers are motivated to perform more by increased in wages and other salary supplement such as pay leaves, fee that health care programme, bonuses and pension and gratuity plans insurance have received some support both labour unions and Nigeria government consequently fringe and welfare benefits have become common supplement to wages in Nigeria establishment.

Amechi (2015) point a very clear picture of the impact and relevance of employee welfare when he contended thus; it would be unreasonable to support that people would continue to find satisfaction in cooperation in company affairs. If no reciprocal interest is shown in their individual needs and problems.

In Nigeria, the agitation for the fulfillment of employee needs have culminated in many service dispute from the general strike of 1945, through the sheeting of coal miner at Enugu in 1949, the deck employee strike of 1964 and the very recent

minimum wage strike of 2013. However, as Amachi (2014) contends of sound and equitable administered programme of staff welfare programmes is an important and integral part of well balance public services relations. Such welfare programmes has the advantage of providing needed production of employees, improving morale, helping to give a sense of loyalty and pride which adding to the company's reputation in the community as a good place of work attracting desirable applicants and provide an incentives for qualify performance on the job.

The motive of this study is to review the essence of welfare program in our public sector. This welfare program will help to motivate the employees for better job performance and also to reduce employer and employees crisis. By so doing, there will be improvement in productivity performance of the public sector. Staff welfare programmes are issues which every employer or organization must handle properly. No organization can function effectively without a productive staff and the staff can be productive when they receive motivational incentives. These incentives help in boosting their morale and motivate than to put in their best for the actualization of the goal of the organization

In the public sector, staffs were observed to be less dedicated to work and this is as a result of lack of motivational incentives from management. This invariably results to low productivity. It is because of this that the authors wished to examine the effect of staff welfare program and employee productivity using Chukwuemeka Odumegwu Ojukwu University, Igbariam.

Research Hypotheses

The following Research Hypotheses were posed to guide the study:

1. **H₀:** There is no significant relationship between employee welfare programme and increased productivity in Chukwuemeka Odumegwu Ojukwu University, Igbariam.

H_i: There is a significant relationship between employee welfare programme and productivity in Chukwuemeka Odumegwu Ojukwu University, Igbariam.

2. **H₀:** The implementation of employee programmes has increased the productivity of workers in Chukwuemeka Odumegwu Ojukwu University, Igbariam.

H_i: The implementation of employee programmes has not increased the productivity of workers in Chukwuemeka Odumegwu Ojukwu University, Igbariam.

3. **H₀:** The welfare programmes adopted by Chukwuemeka Odumegwu Ojukwu University, Igbariam Campus are not effective.

H_i: The welfare programmes adopted by Chukwuemeka Odumegwu Ojukwu University, Igbariam Campus are effective.

Conceptual Classification

Benefit Activities

Staff benefits are defined as efforts to make life worth living for workman. Employee welfare can also be seen as a comprehensive term including various benefits and facilities offered to employees and the employer. Though such generous fringe benefit, the employer makes life worth living for employees. According to Armstrong (2008) it refers to items in the total package offered to employee over and above salary which increase their wealth and well-being at some cost to the employee. The very logic behind providing welfare scheme is to make or create efficient, healthy, loyal and satisfied labour for the organization. The purpose of providing such facilities is to make their work life better and also to raise their standard of living. According to Nzelibe (2014) sees it as an additional compensation given to employees as a reward for organizational membership. Fresh and Seaward (2017) view correspond with the above when they said that it is something of value, apart from agreed regular monetary payment of salaries and wages and wages are given to employees.

However, a little distinction has been made between welfare benefit and welfare service. Benefits are sued when direct monetary compensation occurs to the individual worker like pension, leave pay and salary advance. On the other hand, services denote no direct and indispensable identifiable monetary benefits. For instance the provision of toilet, homes, staff club, recreation facilities and cars.

In all, the words of Nzelibe and Ezonwu (2000), benefits and service represent a tangible gain to employees in form of monetary or non-monetary reward. Organizations provide welfare facilities to their employees to keep their motivation high level. Welfare programmes or schemes can be classified into statutory and non-statutory welfare schemes. The scheme and those schemes those are compulsory to provide by an organization as compliance to the laws governing employee health and safety. The non-statutory differs from organization to organizations.

Staff Benefit Activities and productivity

Employee welfare program is a major or should be a major concern of employers. Prior to the labour union movements of the early 20th century, employers cared little about employee welfare program and instead thought of employee labour as

something to be bought at the lowest price possible. According to Adebayo (2014), employees welfare could be seen as the act of directing an individual behavior toward a particular end through the manipulation of incentives. Implicit in this definition is the fact that every employee has a particular need which should be satisfied. These needs are satisfied through the manipulation of incentives that have the capacity of including the employee behavior. The satisfactory of these needs affects the employee behavior in a predictable way.

Wrcetich (2004) conceived these welfare programmes as the set of forces that initiate behaviors and determine its form, direction, intensity and duration. The above definition of Ivancevich (2013) is in line with the view of Mary (2005) and Abba (2008) who asserted that all their forces within a person that affect his or her duration can be seen as a motivation. Thus this welfare programmes motivates employees and as a result of thus, it increases productivity. This therefore follows that motivated employees are willing to exert a particular level of efforts (intensity), for a certain amount of time (persistence) towards a particular goal (direction).

Nwankwo (2017) conserved employee welfare as the merging force that induces or competes and maintain behavior. The important of this definition is that human behavior is motivated. This means that for an organization to achieve its goals and gets the best out of the employee, such organization must induce or motivate the employee.

Cole (2011) conceived welfare as a motivational action which stimulates employee toward a deserved outcome. This definition is important in contemporary organization especially in the field of personnel management because it shows the relevance of motivational incentive vis-à-vis the achievement of organizational goal. In other words, a motivated behavior is directed towards the achievement of goals which is more often than not an improved output (productivity).

Also, Nwachukwu (2017) goes further to add that welfare program is important to the organization and employee from the employer's point of view. It is anticipated that a good employee service programs will induce them to work hard and improve general employee morale. This service should be competitive in order to attract and retain quality employee.

Furthermore, Mc Gregory (2003) assumes that the behavior of people is strongly influenced by their belief and as such he concluded that most managers are the theory X who assumes that employees are lazy and to be coaxed and naturally would not work but through his history theory Y compliment theory X Mc Gregory (2000) is of the opinion that human begins needs to be motivated to attract them to the level of active and this process is called the reward system.

According to Miner (2018) elaborated on the importance of working condition in an organization to include the following:-

- i. It helps to motivates employees to their higher performance
- ii. It has helped to retain good employees over an extend period of time.
- iii. It is capable of attracting personnel in a firm
- iv. It has helped the firm to good faster
- v. It enhanced performance level

Nowadays, most organization who are profit oriented and faced with competitions have adopted working conditions measures as part of their responsibility towards their employee bearing in mind the positive effect it has on the employee performance.

Staff productivity

The importance of productivity in an organization can hardly be over stated. Organizations spend millions of naira every year in order to recruit employee suited for their organization. These are people who are expected to produce according to or exceed predetermined standards. Nwachukwu (2007) defined productivity as the output resulting from a given resources input at a given time. Implicit in this definition is the fact that productivity of an employee can be measured using three (3) major variables.

- | | | |
|-----------|------------------------|---------|
| a. Output | b. Resources committed | c. Time |
|-----------|------------------------|---------|

The encyclopedia of management defined employee productivity as the measure of how resources are managed to accomplish timely objective as stated in terms of quality. This definition connotes that of Nwachukwu but goes ahead to say that the measurement of productivity should not only be states based on output-input-time models, but should also be measured in terms of quality of the output. It is an index that measure output in relation to input. The input includes both the resources and the inducement that spur the employee into action. It is in view of the above that many scholars has asserted the motivation and productivity are two inseparables concepts. So important is the concept of motivation and efficiency that we cannot talk about employee productivity without necessary references to motivation.

It is important to justify the interplay of motivation and productivity that Mc Shan and Van Glinow (2009) highlighted that: “Motivation is of the key ingredients in employee performance and productivity. Even when people have clear work objectives, the right skill and a supportive work environment they won’t get the job done without sufficient motivation to achieve those objectives.

In their own work, Denhart and Denhart (2009) post that party on motivation. They argued that a person must already pose or be able to learn right mix of skills and abilities to do a job and must be motivated to do job well. The implet of their argument is that an employee can necessarily do job without motivation, but that with little incentives, the job will be well done.

In his view, Mullins (2004) observed that people’s behaviors are determined by what motivated them. Their performance is a product of both ability level and motivation. He argued that motivated people take more pride in their jobs and work better.

Writing on the daily independent (August 6, 2007) Elvis Nwachukwu was of the view that motivation can have an effect on the output of one’s business and concern both quality on the quantity. Nwachukwu’s position also confirms the internal psychological process whose presence or absence is interred from observed performance (Nwachukwu 2007).

The above statement suggests that motivation is a precondition for improved performance. Keltner et al (2009) however argued that motivation is not the major factor for improved employee productivity. To him although motivation is a necessary contribution for job performance, it is not only one”. In the sharp contract to Kreitner’s view, Mullins (2002) opined that what is clearly evident is that if the managers are to improve the work of the organization, attention must be given to the level of motivation of its employee. The managers must also encourage staff to direct their effort (their driving force) towards the successful attainment of the goals of the organization.

Many scholars argue that there exists somewhat a kind of relationship between labour productivity and employee welfare benefits and services. For instance, Onitiri (1983) opines that poor standards of living, bad health, lack of education, bad housing, poor transportation to and fro work, bad conditions in the work place reduce workers’ productivity, and low productivity in turn reduces the capacity of the society to improve working conditions, most especially housing, transportation, food and health facilities could substantially improve the workers productivity. The increased concern for labour productivity on the part of union and management is hinged on three factors. The first, according to Aderinto (1981), is the awareness that labour welfare cannot increase beyond the capacity generated by a given economy. Consequently how much union can increase the welfare of their members depends largely upon the resources generated by the productivity of total work force. Secondly, the age old traditional that productivity issue is an exclusive discretion of management is fast fading out. This is so because of the widespread adoption of the principle of labour participation in management at the enterprise levels. The third reason is the labour increasing awareness of its social responsibility not only to its employer, but also to its consumer – user of labour output.

Furthermore, Yesufu (1984) and Ejiofor (1986) argue that employee welfare benefits and services are capable of attracting and retaining employees, assisting employees in meeting their needs etter, helping in lowering unit cost of production, improving morale, increasing employee security and blunting these sharp edges of managerial autocracy. All these, according to these scholars, have a positive effect on labour motivation and productivity. Relating labour productivity to welfare benefits, in the study carried out by the Kilby (1969) in a study, found out that there was relative efficacy of incentive payment schemes in inducing increased labour productivity. The study shows that Nigerian workers employed in places where the management made use of an incentive based payment system, are as productive as workers elsewhere. Similarly, Ekpiken (1983) believes that a worker will put in more effort and produce more goods and services if he knows that he will be paid more for his efforts. He quickly adds that this is more efficacious among junior workers in the industry. The limitation of this system is that purely financial view of productivity pays off for only a short while after which the effects of the traditional pay wear off and the workers return to their old pace of working. Consequently, one observes that a combination of welfare benefits and services could likely induce labour productivity. Thus, Oloko (1983), in a study carried out among workers in Muddy Water Company in Nigeria, using rank order correlation, finds out that welfare benefits such as pension scheme, payment of salaries and wages and welfare services like health facilities, working conditions, vacation and holiday practices motivate workers to exert effort to achieve higher productivity.

Theory Applied

In view of the above, the study adopts Maslow’s Hierarchy of needs theory.

Hierarchy of Needs Theory

This hierarchy of needs theory is one of the content or need theories of motivation, it focuses on finding out those internal needs within individuals which they want to satisfy and which invariably motivate them to act in a particular way. The theory was first developed in the 1940's by Abraham Maslow, an American psychologist. In his theory, Maslow argued human beings are wanting "animals" with innate desire to satisfy a given set of needs. He equally believed that those needs are arranged in a hierarchical order to importance with the most basic one at the bottom of the hierarchy. According to him, the satisfaction of one's need leads to the quest for satisfaction of a higher order needs. Maslow equally argued that people's behaviors are influenced by needs that have yet been satisfied. Maslow's grouped the human needs which motivated an individual into five (5) hierarchy viz:-

Status 4	Actualization	Good job title recognition
	Needs	
Friendship 3	Esteem	Sense of identity friends in work group
Stability 2	Belongingness needs	Safe environment pension plan
	Security needs	
Sustenance 1	Psychological needs	Basic salary adequate incentive
	Achievement 5 safe self fulfillment	

Source: Adopted from Mc Shane and Van Gallons (2002) organizational behavior. New York: Mc Graw Hill

At the bottom of the hierarchy of needs as developed by Maslow are the physiological needs. These needs are the basic human needs. They include: food, shelter, clothing etc in the organizational level, these are satisfied through good salaries and incentives. The next level is the security needs which comprises of the need for safety, stability, security and freedom from worry and anxiety. Security needs can be satisfied through job security and continuity, adequate insurance, guaranteed retirement/benefit as well as safe working environment.

The third in the hierarchy is the belongingness needs. This connotes the desire of social acceptance, friendship and affection by peers. The satisfaction of these needs can take the form of manager fostering a sense of group identity and interaction among employees as well as encouraging team work with the organization.

The fourth level is the esteem needs, actually encompass the need for a positive self image and self respect and need to be respected and valued by others. To satisfy these needs, organization should adopt an equitable and appropriate reward system, good job title, merit pay increase, award and other form of recognition.

At the top of the hierarchy are self actualization needs. These involves the need for self fulfillment and personal growth. The satisfaction of the need may take the form of involving employee in the decision making process and creating conditions that would enable employee to realize their full potential.

In the application of the hierarchy of needs theory to this study on "staff benefit activities and employee productivity, a case study of Chukwemeka Odumegwu Ojukwu University, Igbariam". It is obvious that the major reason for the low productivity and nonchalant attitude in the public sector is predicated on the fact that these employee have varying degree of unattended needs which begs to be satisfied. Because salaries are not paid as at when due fringe benefit and minimum wages are not given adequate attention, the moral of the employees are always kept at a very low ebb.

Secondly, because the working environment is not conducive and sacred, workers do not put in their best, lack of insurance, job insecurity and frequent retrenchment as well as abrupt neglect of retired workers creates apathy and nonchalant attitude among the employee towards their work.

Also, the employee in the public sector do not feel self esteem because of the corruption that has eaten so deep into the fabrics of Nigeria's public sector, promotion are no longer based on meritocracy, employee, who exhibit exceptional equality are seldomly recognized and rewarded, as a result, there most employee with held a measure of their commitment towards their job.

It could therefore be said that by end large, the fundamental reason for the low productivity in the public sector is because the employee do not perceive their job as being capable of satisfying their human needs and also motivated to put their maximum effort and energy to their job.

Data and Variable of subject of Investigation

This reviews the section B of the research questionnaire. It answers and analyzes the research question.

s/n	Tested items	Strongly agreed	%	Agreed	%	Undecided	%	Strongly disagreed	%	Disagreed	%	Total respondents	Total %
1.	Organization of employment welfare program resulted to increase in Chukwuemeka Odumegwu Ojukwu University	140	63	130	14	25		8	4	17	8	220	100
2	Benefits common surcate in line with welfare programs to increase in productivity	152	69	50	23	5	2	5	2	8	4	220	100
3	High productivity of staff is as a result of effective welfare program	100	45	80	36	23	11	7	3	10	5	220	100
4	Execution of welfare policies give room to output performance	180	82	20	9	10	5	5	2	5	2	220	100
5	Chukwuemeka Odumegwu Ojukwu University Igbariam campus love their welfare polices	120	5	30	14	30	14	26	14	14	6	120	100

6	Chukwuemeka Odumegwu Ojukwu University Igbaram Campus implement their welfare policies	120	55	30	14	30	14	26	11	14	6	220	100
7	The welfare policies in Chukwuemeka Odumegwu Ojukwu University Igbaram is effective	120	55	60	72	10	45	10	45	20	9	220	100
8	Effective welfare policies increases productivity	120	55	60	72	10	45	10	45	20	9	220	100
9	Chukwuemeka Odumegwu Ojukwu University Igbaram welfare policies motivate workers	100	45	70	32	20	9	20	9	10	45	22	100

4.1 Testing of Hypotheses

In testing hypotheses, the percentage method as stated in chapter three will be applied in analyzing the most relevant question asked in the study. In this case the response with the highest percentage will be used in the final judgment.

Decision rule

1. If a high percentage of the respondents are positive and low percentage is negative in their opinion of the relationship between discipline and performance, we will reject Ho and accept Hi.
2. If a low percentage of respondents are positive and high percentages are negative in their opinion of the relationship between discipline and performance, we will accept Ho and reject Hi.

Question 2 will be used in testing the hypotheses one specified in chapter one of the study.

Hypotheses one

Ho: There is no significant relationship between employee welfare policies and increased productivity in Chukwuemeka Odumegwu Ojukwu University.

Hi: There is a significant relationship between employee welfare policies and increased productivity in Chukwuemeka Odumegwu Ojukwu University.

Question 2: Do you think that high productivity of staff is as a result of effective welfare programme?

Using chi-square to analyze the responses from the questionnaires as observed in our earlier presentation, the following are presented.

	SA	A	DK	D	SD	TOTAL
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Observed	140	30	25	17	8	220
Expected	220	220	220	220	220	220
Total	360	250	245	237	228	1320

Source: field survey, 2020

The observed values are those we gather by ourselves. The expected values are the frequencies expected on our null hypotheses. We total the rows and columns as indicated.

Using probability theory, statisticians has derived a way to determine if a frequency distribution differs from the expected distribution. To sue this, chi-square, we first have to calculate chi-square.

$$X^2 = (\text{observed}-\text{expected})^2 / (\text{expected})$$

$$X^2 = (140-220)^2 / (220) + (30-220)^2 + (25-220)^2 / 220 + (17-220)^2 / 220 + (8-220)^2 / 220$$

$$X^2 = (-80)^2 / 220 + (-190)^2 / 220 + (-195)^2 / 220 (-203)^2 + (-212)^2 / 220$$

$$X^2 = 160 / 220 + - 380 / 220 + - 390 / 220 + - 406 / 220 + - 424 / 220$$

$$X^2 = - 0.7 + - 1.7 + 1.8 + - 1.9$$

$$X^2 = 6.4$$

Since the result of chi-square is above the value of significant error estimated, measuring that e greater percentage of the respondent agreed that high productivity of staff as a result of effective welfare programme.

Testing of hypotheses two

Ho: The implementation of employee welfare policies has affected the productivity of worker in Chukwuemeka Odumegwu Ojukwu University Igbariam Campus.

Question 4 will be sued in testing the hypotheses one specified in chapter one of the study.

Question 4: Does execution of welfare policies give room to output performance?

However, analysis is made from the result earlier presented.

	SA	A	DK	D	SD	TOTAL
Observed	180	20	10	5	5	220
Expected	220	220	220	220	220	220
Total	400	240	230	225	225	130

Source: field survey, 2020.

Calculating the chi-square

$$X^2 = (180-220)^2 / 220 + (20-220)^2 / 220 + (10-220)^2 / 220 + (5-220)^2 / 220 + (5-220)^2 / 220$$

$$X^2 = (-40)^2 / 220 + (-200)^2 / 220 + (-210)^2 / 220 + (-215)^2 / 220 + (-215)^2 / 220$$

$$X^2 = 80 / 220 + -400 / 220 + -420 + - 430 / 220 + - 430 / 220$$

$$X^2 = -0.3 + -2 + -2 + -2 + -2$$

$$X^2 = -7.7$$

Expecting, since a greater percentage of the respondents answered positively to the question including a strong hold on the notion of the above statement, it further buttresses and validate the hypotheses.

Therefore, use accepts the hypotheses that executions of welfare policies give room to output performance.

Hypotheses Three

Ho: The welfare policies adopted by Chukwuemeka Odumegwu Ojukwu University Igbariam Campus are not effective.

Hi: The welfare policies adopted by Chukwuemeka Odumegwu Ojukwu University Igbariam Campus are effective.

Question 5: Is the welfare policies in Chukwuemeka Odumegwu Ojukwu University Igbariam Campus effective?

However, analysis is made from the result earlier presented.

	SA	A	DK	D	SD	TOTAL
Observed	120	60	10	20	10	220
Expected	220	220	220	220	220	220
Total	340	280	230	240	230	1320

Sources: field, survey, 2020.

Calculating the chi-square

$$X^2 = (120-220)^2 / 220 + (60-220)^2 / 220 + (10-220)^2 / 220 + (20-220)^2 / 220 + (10-220)^2 / 220$$

$$X^2 = (100)^2 / 220 + (-160)^2 / 220 + (-210)^2 / 220 + (-200)^2 / 220 + (-210)^2 / 220$$

$$X^2 = 200 / 220 + -320 / 220 + -420 / 220 + 400 / 220 + -430 / 200$$

$$X^2 = -1 + -5 + -2 + -2$$

$$X^2 = -8.5$$

Since the result of chi-square is above the value of significance error estimated meaning that a greater percentage of the respondent agreed that the welfare policies in Chukwuemeka Odumegwu Ojukwu University Igbariam campus is effective. Therefore, we accept the alternative hypotheses (Hi) and reject the null (Ho).

Discussions

From the findings and test of hypotheses, it was understood that majority that high productivity of staff is as a result of effective welfare programme. It is shown through data generated from question two that out of a total number of 220 respondents sampled, 140 respondents which equal 63% strongly agreed that high productivity of staff is as a result of effective welfare programme. Also, 30 respondents representing 14% agreed, whereas 25 responders representing 11% did not respond to the question. In contrast, 17 respondents representing 8% disagreed and 8 respondents that equal 4% strongly disagreed, and 8 respondents that equal 4% strongly disagreed. This gives indication that the hypotheses is true and therefore accepted that high productivity is as a result of effective welfare programme. Also, judging from data generated from question four where 81% of the respondents strongly agreed that execution of welfare policies gives room to output performance, also 9% agreed in support of that while 5% claimed they do not know, 2% of the respondents disagreed to that and 5% strongly disagreed. This further buttresses the fact that man power triaging and development has an impact on employee performance. Finally, judging from data generated from seven that out of the 220 respondents sampled, 120 respondents strongly agreed that welfare policies adopted by Chukwuemeka Odumegwu Ojukwu University Igbariam Campus are effective. Also 60 respondents agreed, whereas 10 respondents did not respond to the question. In contrast, 20 respondents disagree, and 10 respondents strongly disagreed. This shows that the hypothesis is true and that welfare policies adopted by Chukwuemeka Odumegwu Ojukwu University Igbariam Campus are effective.

Summary of Findings

of this research are:

In summary, the findings

1. The study revealed that there is a significant relationship between employee welfare programmes and increased productivity in Chukwuemeka Odumegwu Ojukwu University Igbariam Campus.
2. The study also shows that the implementation of employee welfare programmes has a large extent affected the productivity of workers in Chukwuemeka Odumegwu Ojukwu University Igbariam Campus.
3. It was also revealed that the welfare programmes adopted by Chukwuemeka Odumegwu Ojukwu University Igbariam campus was effective.

Conclusion

This study looked at the relevant or importance of employee welfare programmes in Chukwuemeka Odumegwu Ojukwu University Igbariam

Campus and also to the public sector at large and that no organization can function effectively without a well motivated employees and this can be possible where there is adequate employee welfare programmes in the organization. This study went further to make some recommendation which if adhere to will go a long way in removing the obstacle associated with the administration of welfare program in the public sector, or increase it motivational impact on the employees. Also, employees should try and put in their best for the organization when they are being provided with these incentives or welfare programmes.

Recommendations

the conclusion on the study, the researcher made the following recommendations:

Following, the analysis and

1. The existing welfare program and benefits should be reviewed at least every two years to include new ones, replace absolute ones and upgrade existing ones to highlight the current needs of the employee because nothing is as constant as change.
2. Authorities in the public sectors should establish a staff management welfare committee to deal with all matters in service. It is recommended that the committee should be democratically elected.
3. In the same vein the employers in the public sector should be aware that satisfied employees may not be motivated employees. They should therefore find out the needs of the workers and use those motivate to arouse the employees to perform effectively for the achievement of the organizations objectives.

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