

INVESTIGATING THE IMPLICATIONS OF
LABOUR WELFARE SCHEMES ON
EMPLOYEE JOB SATISFACTION
AMONGST SELECTED DEPOSIT MONEY
BANKS (DMBS) IN ENUGU METROPOLIS,
ENUGU STATE, NIGERIA

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INTRODUCTION

- Employees, according to the Human Resource Philosophy, are a valuable company resource that must be appropriately managed in order to maximise return on investment and fulfil business objectives.
- Organizations provide a range of benefits to their workers in order to meet their demands. Indeed, in this day and age, it is nearly impossible to manage a business without providing a minimal set of employee well-being benefits (Ankita, 2017).

INTRODUCTION cont'd

- Employee welfare refers to all of the amenities, services, and perks that a business gives to its employees for their convenience (Cole, 2015).
- Employee well-being, safety, and health protection are measures that encourage employee performance.
- A company's many welfare programmes have a direct influence on its employees' physical, mental, and emotional performance, attentiveness, morale, and overall performance.
- According to Armstrong (2014), employee welfare programmes are primarily built on the abstract premise of corporations' social duty to individuals who work for them.
- Organizations require high-performing individuals to fulfil their objectives, offer the goods and services they specialise in, and gain a competitive edge.

- In Nigeria, the effective use of the remuneration system in the banking sector has been highlighted as one of the most important factors in employee engagement in achieving corporate goals in the banking sector (Alaranta & Maarit, 2018).
- In this regard, employee engagement in human resource management has become paramount.
- Every organization needs dedicated and engaged employees who can help drive the organization's vision and mission. To achieve this, a solid social package to motivate employees is essential.
- There appears to be some scholarly work on employee welfare and productivity (Owusu-Acheaw, 2010; Osterman, 2015), but it has mainly focused on industrial settings and neglected service organizations typical of the banking sector. For example, the studies by Okereke and Daniel (2017) and Lonah, Ogoti and Munyua (2018) were all conducted within the context of industrial environments and business organizations.

- There is a need to extend frontiers in knowledge, especially within the banking sector, since the banking sector plays a crucial role in the overall economic development and transformation of the nation.
- Thus, this study sought to answer questions about staff welfare and employee productivity within the banking sector context. Therefore, this study aimed to examine the implications of labour welfare schemes on employee job satisfaction.

OBJECTIVE OF THE STUDY

- The broad objective of this study is to determine the implications of labour welfare schemes on employee job satisfaction. Specific objectives were to:
 - i. Assess the effect of staff recreational welfare on employee commitment.
 - ii. Examine the effect of training and development on employee goal attainment.

LITERATURE REVIEW

- ✓ Employee welfare
- ✓ Workplace recreation
- ✓ Training and Development
- ✓ Employee Job satisfaction
- ✓ Employee Commitment
- ✓ Employee Goal Attainment

THEORETICAL FRAMEWORK

- This study anchored on the Functional Theory of **Labour Welfare** and **Social Exchange Theory**.

❖ **Functional Theory of Labour Welfare**

❖ **Social Exchange Theory**

METHODOLOGY

- This study used a cross-sectional survey research approach. The population of the study comprised 192 staff of selected banks in Enugu metropolis, Enugu State while Taro Yamane formula was used to determine the sample size of 130.

METHODOLOGY cont'd

- Face validity was used in this investigation. Test-retest approach was employed to examine the reliability of the instrument and an alpha value of 0.72 proved its internal consistency.
- The data was analysed with simple percentage analysis while all the hypotheses were tested with Simple Linear regression at 0.05 alpha level. If the p value was less than 0.05, the null hypothesis was rejected; otherwise, it was accepted

Test of Hypotheses

- The results for the various tests of hypotheses, which were tested with the Linear Regression analysis and the results are presented below:
- **Test of Hypothesis One**
- H_0 : Staff recreational welfare has no significant positive effect on employee commitment.

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Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.342(a)	.117	.111	1.16166

a Predictors: (Constant), Staff recreational

The model summary (Table 4.2.2a) describes the proportion (or percentage) of the (sample) variation in the dependent variable that can be ascribed to the independent variable(s). Further explanation is given under the Table 4.2.2b below.

ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	23.825	1	23.825	17.655	.000(a)
Residual	179.479	118	1.349		
Total	203.304	119			

a Predictors: (Constant), **Staff recreational**

b Dependent Variable: **Employee commitment**

In this study, there is 11.7% variation in staff recreational. The hypothesis which stated that “Staff recreational welfare has no significant positive effect on employee commitment” was rejected at $R=0.342$, $R^2=0.117$, $F(1, 349) = 17.655$; $p < .05$.

Thus, the null hypothesis is therefore rejected. This implies that staff recreational welfare had significant positive effect on employee commitment.

Coefficients(a)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.146	.243		8.833	.000
SR	.559	.058	.342	9.729	.000

a Dependent Variable: employee commitment

The table above revealed the degree of staff recreational effect had on employee commitment and its level of significance.

The statistical results is given as; (staff recreational; $\beta = .559$; $t=9.729$; $p<0.05$). The statistical result implies that staff recreational is a statistically significant predictor of employee commitment.

Linear Regression Model is given as $Y = a + \beta X$

Where Y = employee performance

a = constant

βx = Coefficient of X

Therefore employee performance = $2.146 + .559SR$

Based on the results in the ANOVA table above, the significant levels for staff recreational was less than 0.01 therefore we accepted the alternative hypothesis and rejected the null hypothesis. That is staff recreational welfare had significant positive effect on employee commitment.

TEST OF HYPOTHESIS TWO

Ho: Training and development has no significant positive effect on organisational goal attainment.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.663 ^a	.440	.431	.37617

Model Summary

a Predictors: (Constant), Training and development

The Model summary as shown in Table 4.2.4 indicates a significant influence of training and development on organisational goal attainment of 0.663 as indicated by the R, which is the correlation coefficient of the two variables. The R Square value, 0.440 further revealed that training and development accounts for 44.0% contribution in organisational goal attainment. The Adjusted R square, 0.431 depicts that the model formulated has 43.1% predictability.

ANOVA

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.123	1	6.708	47.403	.000 ^b
	Residual	25.612	118	.142		
	Total	45.735	119			

a Predictors: (Constant), Training and development

b Dependent Variable: Organisational goal attainment

Table 4.2.4b shows that the F-value is the Mean Square Regression (47.403) divided by the Mean Square Residual (0.142), yielding $F=47.403$. The model in this table shows that training and development is statistically significant at (Sig =.000) and is a significant predictor of organisational goal attainment at $F_{(3,184)} = 16.556$.

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.782	.236		3.309	.001
	TD	.230	.054	.663	4.272	.000

a Dependent Variable: organisational goal attainment

The Regression coefficient table 4.2.4c had the value of the constant in the regression equation as 0.782 and beta coefficient of 0.230 at $t=4.272$ and $\text{sig}=p=.000$. This also shows significance as $\text{sig}=p=.000 < .05$ which is the level of significance adopted for this study. The regression analysis also indicates that training and development accounted for 23.0% of every change to organisational goal attainment.

- The regression model restated is:
- $OGA = 0.782 + 0.230TD + 5.86$
- In order to make a decision as to the acceptance or rejection of the null hypothesis, the F-statistic value on the ANOVA table was used.
- $F_{cal} = 47.403$; $F_{tab} = F_{(2,100)} = 3.94$
 - $F_{cal} > F_{tab}$
- Following the decision rule, we reject the null hypothesis and accept the alternate hypothesis that training and development has significant positive effect on organisational goal attainment. This implies that training and development had significant positive effect on organisational goal attainment.

Discussion of Findings

- The finding showed that staff recreational welfare had significant positive effect on employee performance. This is consistent with previous studies of Grande, Silva and Parra (2014) which show that there was a significant increase in weight, fat percentage, blood pressure, and heart rate.
- However the clinical significance was 10% in the size of the effect. Furthermore, a study done by Mokaya and Gitari (2012) revealed that workplace recreation has a positive influence on employee performance variables; job satisfaction (92%), quality of service and customer satisfaction (72%) and enhanced productivity (77.5%). Participation in recreational activities was found to be useful in the management of work-life balance with a correlation of 0.61. Job satisfaction correlated highly with commitment at 0.55.

- The finding showed that training and development had significant positive effect on organisational goal attainment. This result is coherent with the study conducted by Obi-Anike and Ekwe (2014) found there was a positive relationship between training and development and organisational effectiveness. The increase in job satisfaction and reduce employee turnover were found to be the benefits of training and development in public sector. Inter-personal and teamwork are the effect of training/development on organisational performance. The study concluded that effective training is an investment in the human resources of an organisation, with both immediate and long – range returns. Additionally, Dode and Basse (2014) claimed that manpower development in AKADEP related positively to effectiveness of the organisation. A dependency relationship was also established between adoption of modern farming techniques by small scale farmers and increased farm yield in the study area. Impact of internally arranged training programmes was significant. Farmers and the local governments were encouraged to support AKADEP extension officers through provision of transport allowance, mobility or even phone calls to sustain agent's interest, bridge the missed cycle, and guarantee food sufficiency.

CONCLUSION

- Compensation programmes are made available to employees while they are away from work. These are generally issued for a range of scenarios, e.g., vacation, illness, or public holidays such as Christmas. While employees often do not recognise the applications because they are only accessible on specific occasions, the educational and improvement aspect offers opportunities for non-public uplift and development. The study suggests that employee well-being is fundamental to fostering a sense of awareness and happiness among employees, which increases employee job satisfaction.

RECOMMENDATIONS

- Based on the findings, the following recommendations were made:
 1. To enhance job satisfaction among employees, organizations should offer recreation facilities and activities that are of interest to employees bearing in mind their different tastes, gender, age and among others. This will encourage the employees to engage in recreation activities that they enjoy most.
 2. There is a need for constant employee development programmes as this will contribute to employees' productivity.



Thanks for Listening

