

# Welfare: A Commitment Driver for Rivers State Civil Servants in Nigeria

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**ABSTRACT:** The exponential rate of employee turnover in the Rivers State Civil service has become a concern that this study strives to examine the relationship between employees' welfare and commitment of civil servants in Rivers State, Nigeria. The study covered employees of all the ministries in Rivers State. A total population of three thousand eight hundred and eighty-four (3884) employees was recorded from the personnel unit of the ministries. Taro Yamane formula was used to derive the sample size of three hundred and sixty-three (363) employees from the total population. Data collection was done through the administration of structured closed ended questionnaire. Collected data were analysed using the Pearson Product Moment Correlation Coefficient and presented with the aid of the Statistical Package for Social Sciences (version 20.0). The results of the analysed data showed significant positive relationship between welfare and its attributes: Employee development, remuneration policy, work environment and workers recreation, against measures of commitment – loyalty and efficiency. The study concluded that, employee welfare enhances commitment of civil servants in Rivers State, Nigeria and recommended that the dimensions of employee welfare treated in this research study be put into use as it enhances commitment.

**KEYWORDS:** Employees' welfare, Employees' development, Workers' recreation, Renumeration policy, Loyalty.

## I. INTRODUCTION

Organisations in this contemporary era have had to review their commitment inducement index given the observed rate of employee turnover in several blue-chip companies across the globe. This is so much felt in the public sector especially in Nigeria. Lots of studies have been done on commitment boost however, not much have manifestly address the issues of welfare as a commitment driver. The employees are an important business resource that must be managed carefully in

order to maximize return on investment and achieve business objectives. Organizations have to provide various benefits to ensure employees welfare is taken care of. In fact, in this age and era, it is almost impossible to operate an organization without offering a basic set of benefits for employees' welfare. [1] stated that, organizations should understand that a healthy and stress-free worker is a major asset to the organization and should therefore provide welfare services and programmes. Workers or employees are often attracted into certain organization not only because of the pays packages that are stated in the advert but also because of the benefits attached to them. These benefits usually include housing, transport, medical, pension or retirement benefits to name but a few. [2]. These attractions also constitute considerably the objectives for which such individuals make up their minds to spend their lives with organizations. Employee welfare is a dynamic concept as new measures are added to the existing ones along with social changes. The modern concept of employee welfare entails all those activities of the employers, which are directed towards providing the employees with certain facilities and services in addition to wages and salaries. [3]. Welfare facilities are essential for the health of the organization since they bear a close connection with the productivities of the labour force. Employee welfare improves the productivity of organization and promote motivation as well as healthy workplace relations thereby maintaining industrial peace and retains the employees for longer duration. [4] states that employee welfare program rests mainly on platforms of socially responsible corporate attitudes by organizations and for those who work for them. However, all employers have to provide welfare facilities within the strength of the organization as they form part of the working conditions. Many organizations are increasingly providing employee welfare depending on its priorities which varies in degrees of importance to employees. This is fair because what constitutes welfare in company Y may

not be so for employees in company X. Organizations need highly performing employees in order to meet their goals to deliver the products and services offering and achieve competitive advantage. Organizations provide welfare facilities to their employees to keep their motivation and commitment levels high. The employee welfare can be classified into two categories viz. statutory and non-statutory welfare schemes. The statutory schemes are those schemes that are compulsory to provide by an organization as compliance to the laws governing employee health and safety. These include provisions on safety, health and environment. The non-statutory schemes are identified as social and economics wants which differ from organization to organization and from industry to industry. The very logic behind providing welfare schemes is to increase a healthy and loyal workforce. No organization in today's competitive world can perform at peak levels unless its employees are committed to the organization objectives and work as an effective team member. It is no longer good enough to have employees who come to work faithfully every day and do their jobs independently. Employees now have to think like intrapreneurs while working in teams, and have to prove their worth. However, they also want to be part of a successful organization which provides a good income and the opportunity for development and secure employment. High level employee commitment to individual project or to the business as a whole are considered to be indicators of an organization success. Commitment however, cannot be assumed rather, it requires continuing, credible and confident actions that gain employee trust and support.

## II. LITERATURE REVIEW

This study derives its strength of application from the standpoint of the Functional theory of labour otherwise known as the efficiency theory which was popularised at the International Labour Organization (ILO) (SEA) session held at New Delhi India in 1947. At the session, the body defined Labour Welfare as such services, facilities, and amenities, which may be established in the vicinity of, undertakings to enable persons employed therein to perform their work in healthy, congenial surroundings and to provide them with amenities conducive to good health and good morale. This theory states that a mentally and physically satisfied worker is the most efficient worker. Employee welfare is a means to keep industrial workers happy. This theory suggests that welfare work can be used as a means of securing, preserving, and developing the efficiency and productivity of labour [5]. The

theory further states that, if an employer takes good care of his work force, they will be more efficient by improving production. The theory is adopted in the study since welfare services affect performance of any labour force. It is obvious that if an employer takes good care of workers, they will be more efficient and as such increases their commitment level. The theory proposes that employees exhibit positive or negative behaviour as a response to the treatment they receive from their employers. The central aspect of this theory is the norm of reciprocity. A strong social exchange relationship between the employer and employee will help maintain positive working relationships and would elicit positive sentiments such as satisfaction commitment and trust in employees, which in turn will move employees to engage themselves in innovation. Social exchange theory proposes that the relationships we choose to create and maintain are the ones that maximize our rewards and minimize our costs. According to this, we are more self-centred and not necessarily concerned with equality. The basic idea is that relationships that give us the most benefits for the least amount of effort are the ones we value the most and are likely to keep long term. Social exchange theory is most used by the studies in predicting workers behaviour in the field of organizational behaviour. Employers need to treat their employees fairly such that they can reciprocate the good gesture in the form of behaviour such as organizational citizenship behaviour which contributes to organizational commitment. The social exchange theory also has its fair share of criticism. Employers need to treat their employees fairly such that they can reciprocate the good gesture in the form of behaviour such as organizational citizenship behaviour which contributes to organizational influence effectiveness. The social exchange theory also has its fair share of criticism. [6] opined that the theory reduces human interaction to a purely rational process that arises from economic needs. He further contends that the theory favours openness as it was developed in the 1970s when ideas of freedom and openness were preferred but there may be times when openness is not the best option in a relationship. Social exchange theory may provide insight into what variables might mediate the distinct effects of procedural and interactional justice on employees' reactions to the organization versus the supervisor. Social exchange relationships are different from those based on purely economic exchange, in that the obligations to one another are often unspecified and the standards for measuring contributions are often unclear. They develop between two parties through a series of mutual, although not necessarily simultaneous,

exchanges that yield a pattern of reciprocal obligation in each party. One party makes a contribution or provides a service to the other party and in so doing develops an expectation of a return at some future point in time.

The concept of employee welfare originated from the desire for a humanitarian approach to improve the sufferings of the workers (employees) and their families on account of the effects of large-scale industrialization. Later it became a utilitarian philosophy which worked as a motivating force for labour and for those who were interested in it. Lastly, employee welfare received inspiration from the evolution of the social thought in regard to democracy and welfare state. With such a varied background and changing values, employee welfare and its contents have acquired a colourful nature. According to [7] today they have taken a broader scope and they include almost all aspects that relate to an employee's wellness and personal development in the work place. Logically, the provision of welfare schemes is to create an efficient, healthy, loyal and satisfied labour force for the organization. The purpose of providing such facilities is to make their work life better and also to raise their standard of living, [8]. Employee welfare is a comprehensive term which refers to the various services, benefits and facilities offered by the employer to employees with a purpose of enriching the life of employees and to keep them happy and contented. In similar manner, [9] opined that the success of these employee welfare activities depends on the approach which has been taken to account in providing such activities to employees and welfare policy should be guided by idealistic morale and human value. It is obvious that work environment should manifest in the working hours, employment policy, workers' health and welfare, workplace design and the general conduct of workers at the workplace. Labour welfare activities in both developed and developing society have an impact not only on the workforce but also on the facets of human resources. Emphasizing the need for employee's welfare, [10] posited that since employees spend most of their active time at work, their personal and occupational problems should be solved at the workplace. Employee welfare schemes refer to those measures that aim at promoting physical, psychological and general wellbeing of the working class.

**Employee development:** As the world is becoming more competitive and unstable than ever before, the industries are seeking to reach its targeted profit level by ensuring vast employee development at all cost through proper training and development.

Because training is more present-day oriented, focus on individuals' current jobs, thus enhancing those specific skills and abilities to aid performance is critical while development enhances behaviours, attitudes and improves employee commitment in an organization. Employee training (ET) is a learning experience while development focuses on building the knowledge and skills of organizational members so that they will be prepared to take on new responsibilities and challenges. It tends to be oriented toward broadening individual's skills for future responsibilities. [11]. Employee development, including the continuing generation and exchange of knowledge and experience, is concluded to be the key driver of value growth in any kind of organization. [12]. The perspective that human resource is an intellectual property of the organization and is a source of competitive advantage to the organization, it is pertinent to be enhanced more through competencies building. The author further observes that the employees should obtain necessary skills so as to improve their performance behaviour and reduce risk factors.

#### **Remuneration Policy**

In any organization be it government or private, tasks are performed with the help of resources; material, machine, money and most importantly human beings. All other resources except for human beings as employees are non-living. Employees make use of these resources to generate output without them other resources will be unusable, dormant and the end product will be nothing, but zero. Therefore, human resource is the greatest asset any organization can have and should be given the highest priority, [13] Similar view is supported by [14], when he argued that human resource provides basis for an organization to achieve sustainable competitive advantage. Since organizations are operating in a dynamic and competitive business environment, they need to develop strategies to acquire and retain the competent workforce. [15] examined the effects of staff remuneration on the performance of Ramat Polytechnic Maiduguri students from 1995-2011 in Borno state. The study findings showed that organization with well design remuneration policy enhances the performance of workers, which in return have positive effect on the performance of the organization. They further asserted that employee welfare services increase the loyalty and motivation of employees. Provision of employee welfare services rests mainly on the aspect of the social responsibility of organizations since the workers' whole life centres on the employer. It is interesting to note that compensation is a significant issue for

the design of work systems and that it is important for organizations to develop suitable compensation plans for their employees in order to attract and hold competent employees. However, if they are too high, the increased costs may result in lower profits or force the organization to increase prices which might adversely affect the demand for the organization's services. [16] examined the relationship between reward structure management and employee commitment of selected banks in Rivers State. Their findings showed strong positive relationship between reward structure management and employee commitment of the banks in Rivers State. Moreover, organizations need highly performing and committed individuals in order to meet their goals, to deliver the products and services they specialized in, and finally to achieve competitive advantage. Remuneration is seen as pay or reward given to individuals for work done. They further identified the indicators of remuneration to include: basic salary, wages, health schemes, pension schemes, transport allowances overtime allowances and responsibility allowances. Remuneration can also be referred to as monetary or financial benefits in form of salaries, wages, bonuses, incentives, allowances and benefits that is accrued or given to an employee or group of employees by the employer (firm) as a result of services rendered by the employee(s) commitment to the organization or reward for employment.

### Work Environment

Every organization is required to monitor its internal and external environment for the attainment of specific goals. Organization is the structured entity established to attain specific objectives by blending different types of resources. Internal environment of the corporate entities is important for its successful survival. The economic conditions and competitive environment have compelled organizations to concentrate on improving employee commitment. Work environment is the combination of factors (social support, physical working conditions, job characteristics, training and development and communication process) that influence work. Many scholars have attempted conceptualizing the working environment. Perhaps it may be defined in its simplest form as the settings, situations, conditions and circumstances under which people work. It means that work environment is the sum of the interrelationship that exists among the employees and the employers and the environment in which the employees work which includes the technical, the human and the organisational environment. Yusuf and [17] defined workplace

environment as composition of three major sub-environments which include the technical environment, the human environment and the organisational environment. According to them technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements of the workplace. The human environment includes the peers, others with whom employees relate, team and work groups, interactional issues, the leadership and management. The human environment can be interpreted as the network of formal and informal interaction among colleagues; teams as well as boss-subordinate relationship that exist within the framework of organisations. Such interaction (especially the informal interaction), presumably, provides avenue for dissemination of information and knowledge as well as cross-fertilization of ideas among employees. Of course, it has been established in previous studies that workers' interpersonal relations at workplace tend to influence their morale. Hypothetically, whatever affects morale on the job is likely to affect job commitment. They added that the third type of work environment, organisational environment includes systems, procedures, practices, values and philosophies which operate under the control of management. In the words of [18], organisational environment refers to the immediate task and national environment where an organization draws its inputs, processes it and returns the outputs in form of products or services for public consumption. The task and national environment include factors such as supplier's influence, the customer's role, the stakeholders, sociocultural factors, the national economy, technology, legislations, managerial policies and philosophies. All these go a long way in influencing people's psyche and attitude towards work. These three types of environments can further be categorized into two basic types, based on the influence they exert on the people at work. In his study of employee personality profile at work as influenced by the working environment, [19] posits that employee personality profile is not static. It is dynamic and changes with the working experiences in the organization environment. Hence, many authors classify the work environment into conducive and toxic environments [20]. Conducive workplace environments give pleasurable experiences to the employees and help them actualize in the dimensions of personality profile while toxic workplace environments give painful experiences and de-actualize employees' behaviour. Irresponsible or uncommitted employees can change to be responsible and be more committed to job in conducive work environment because such

environments reinforce the self-actualizing traits in them. While reverse may be the case under toxic environment. Workplace environment is thus defined in this study as sum of the interrelationship between employees and employers and the environment in which they operate which may be conducive or toxic.

### Workers Recreation

Today, substantial number of recreational programs has been organized as one of additional benefits to corporate task force. Recreational programs act as a stimulator towards any efforts carried out by organizations in a process of creating excellent task force. Additionally, recreational programs are purposely designed to boost morale, stimulate motivation, and increase or maintain job satisfaction. The quality of human capital now increasingly becomes the cutting edge of competitiveness for corporate organizations. Employers had two goals when introducing recreational programs: An improvement in the quantity and quality of labour supply, and the reinforcement of managerial prerogative. Through sporting and social activities, employers publicized their generous posture, and the idea that their hard work and dedication produced not only wealth for themselves but good for the whole community. They thus hoped to reassure society at large of the legitimacy of managerial authority. The effect of recreation thus promotes values such as physical

fitness, enjoyment and happiness, team spirit, enriched community solidarity, character development, individual fulfilment and morale, pride in connection, mutual trust and cooperation, all of which lead to loyalty to the company. Therefore, any management that is interested in increasing performance of its employees, all things being equal must continuously encourage them to participate in recreational pursuits. Workersrecreation and leisure to some extent have always been a part of lives of all people, of every race, nation and creed. In many cases, people have spent their leisure hours in a constructive and worthwhile manner by participating in diverse recreational activities part of which includes physical exercises. The adage “healthy mind is a healthy body” is not meant for only athletes or people in the arm forces, every individual need what can be termed as ‘overall health fitness’. The healthier a man is the more productive he will be. Therefore, the overall fitness of employees should be a priority for employers, hence workers recreation. In the view of [21],recreation is a voluntary programme which an individual engages in as a personal desire, without compulsion of any type other than an urge from within. It involves activities that bring immediate and direct satisfaction to the individual. Find below the conceptualization of the study with Technology providing a moderating effect.

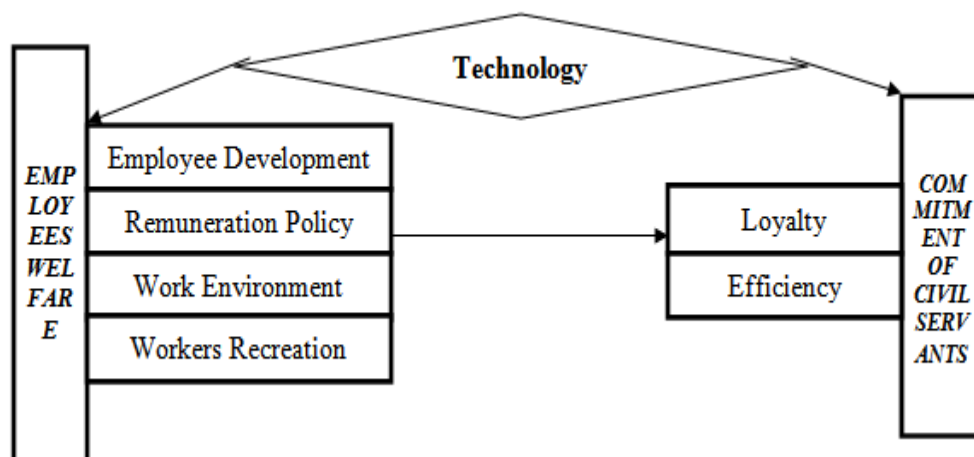


Fig 1: Conceptual Framework of employees Welfare and Civil Servants In Rivers State

### III METHODS

This is a descriptive study that adopted cross sectional survey design. the population of the

study carefully embraced all employees in the twenty-five (25) ministries in Rivers State. Using the Because of the large population in the sector, representative of 356 employees were carefully

drawn from three thousand two hundred employees across the 25 ministries that made up the study population. Thus, this study used the Taro Yamane formula sampling technique in deriving the study sample as seen below: However, 333 responses were returned successfully and the study analyses only the returned copies. The structured closed ended questionnaires constructed for data collection. This was designed in four sections: first section was designed to generate the demographic data of the respondents, the second section was structured to obtain data on the dimensions of employee welfare, third was to elicit response and generate data on the measures of commitment and

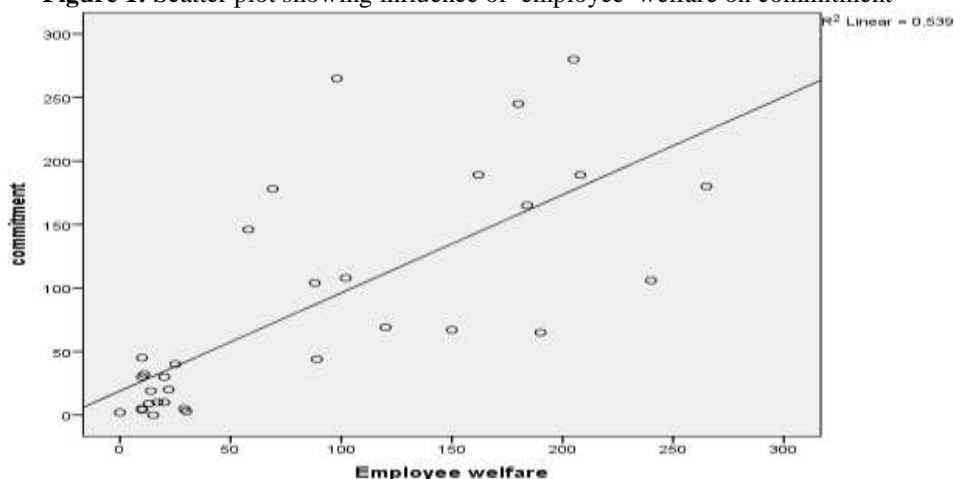
the last section was to generate data on the moderating variable. The questionnaire was designed in the four point Likert scale to enhance easy interpretation with options in the order of SA = Strongly Agreed (4); A = Agreed (3), DA = Disagree = 2, and SDA = Strongly Disagreed (1). The instrument face and content validity was done. The reliability of the structured questionnaire was ascertained through Test-re-test in which a pilot administration of the questionnaires was made on a portion of the chosen sample and administered after two months and relationship between the two results determined using the Pearson Moment Correlation statistics.

**Table 1: Cronbach Alpha Reliability Coefficients of the variable measures**

S/N	Dimensions/Measures/moderating Variable	Numbers of items	Numbers Case
1.	Employee Development	4	333
2.	Remuneration Policy	4	333
3.	Work Environment	4	333
4.	Workers Recreation	4	333
5.	Loyalty	4	333
6.	Efficiency	4	333
7.	Leadership	4	333

Source: SPSS Result (Version 20)

**Figure 1: Scatter plot showing influence of employee welfare on commitment**



The figure 1 above shows the relationship between employee welfare and commitment. The scatter plot graph shows at  $R^2$  linear value of (0.539) depicting a moderate viable and positive

relationship between the two constructs. The implication is that an increase in employee welfare simultaneously brings about an increase in the level of commitment of civil servants.

### Presentation of Results on the Test of

The Pearson Moment Correlation Coefficient statistics was calculated using the Statistical Package for Social Sciences (SPSS) version 20.0 to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable. Correlation coefficients can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while +1.00 represents a perfect positive correlation. A value 0.00 represents a lack of correlation. In testing hypothesis 1 – 12, the

### Hypotheses

following rules were upheld in accepting or rejecting the alternate hypotheses. All the coefficient values that indicate levels of significance (\* or \*\*) as calculated using SPSS were accepted and therefore, our non-hypotheses rejected; when no significance is indicated in the coefficient (r) value, we reject alternate hypotheses and accept the non-hypotheses. Our confidence interval was set at the 0.05 (two tailed) level of significance to test the statistical significance of the data in this study.

**Table 3:** Correlation Matrix of value employee development on commitment

		Employee development	Loyalty	Efficiency
Employee development	Pearson Correlation	1	.634**	.749**
	Sig. (2-tailed)		.000	.001
	N	333	333	333
Loyalty	Pearson Correlation	.634**	1	.907**
	Sig. (2-tailed)	.000		.000
	N	333	333	333
Efficiency	Pearson Correlation	.749**	.907**	1
	Sig. (2-tailed)	.001	.000	
	N	333	333	333

\*\* . Correlation is significant at the 0.01 level (2-tailed)

The table 3 is a correlation of hypothesis one and two. The correlation for hypothesis one shows a significant correlation at  $r = .634^{**}$  where  $P\text{-value} = .000$  ( $P < 0.001$ ). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis ( $H_{01}$ ), and upheld the alternate hypothesis, thus, there is a significance relationship between employee development and loyalty of civil

servant in Rivers State. The correlation for hypothesis two shows a significant correlation at  $r = .749^{**}$  where  $P\text{-value} = .000$  ( $P < 0.001$ ). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis ( $H_{02}$ ), and upheld the alternate hypothesis, thus, there is a significance relationship between employee development and efficiency.

**Table 4:** Correlation Matrix for remuneration policy on commitment

		Remuneration Policy	Loyalty	Efficiency
Remuneration policy	Pearson Correlation	1	.747**	.849**
	Sig. (2-tailed)		.001	.000
	N	333	333	333
Loyalty	Pearson Correlation	.747**	1	.907**
	Sig. (2-tailed)	.001		.000
	N	333	333	333
Efficiency	Pearson Correlation	.849**	.907**	1
	Sig. (2-tailed)	.000	.000	
	N	333	333	333

\*\* . Correlation is significant at the 0.01 level (2-tailed)

The table 4 shows a correlation of hypothesis three and four. The correlation for hypothesis three shows a significant correlation at  $r = .747^{**}$  where  $P\text{-value} = .000$  ( $P < 0.001$ ). This implies a strong and significant relationship

between both variables at 95% level of confidence. We therefore reject the null hypothesis ( $H_{03}$ ), and upheld the alternate hypothesis, thus, there is a significance relationship between remuneration policy and loyalty. The correlation for hypothesis

four shows a significant correlation at  $r = .849^{**}$  where  $P\text{-value} = .000$  ( $P < 0.001$ ). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore

reject the null hypothesis ( $H_{04}$ ), and upheld the alternate hypothesis, thus, there is a significance relationship between remuneration policy and efficiency.

Table 5: Correlation Matrix for work environment on commitment

		Work Environment	Loyalty	Efficiency
Work environment	Pearson Correlation	1	.919 <sup>**</sup>	.892 <sup>**</sup>
	Sig. (2-tailed)		.000	.000
	N	333	333	333
Loyalty	Pearson Correlation	.919 <sup>**</sup>	1	.907 <sup>**</sup>
	Sig. (2-tailed)	.000		.000
	N	333	333	333
Efficiency	Pearson Correlation	.892 <sup>**</sup>	.907 <sup>**</sup>	1
	Sig. (2-tailed)	.000	.000	
	N	333	333	333

\*\* . Correlation is significant at the 0.01 level (2-tailed)

The table 5 shows a correlation of hypothesis five and six. The correlation for hypothesis five shows a significant correlation at  $r = .919^{**}$  where  $P\text{-value} = .000$  ( $P < 0.001$ ). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis ( $H_{05}$ ), and upheld the alternate hypothesis, thus, there is a significance relationship between work

environment and loyalty. The correlation for hypothesis six shows a significant correlation at  $r = .892^{**}$  where  $P\text{-value} = .000$  ( $P < 0.001$ ). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis ( $H_{06}$ ), and upheld the alternate hypothesis, thus, there is a significance relationship between work environment and efficiency.

Table 6: Correlation Matrix for workers recreation on Commitment

		Workers recreation	Loyalty	Efficiency
Workers recreation	Pearson Correlation	1	.887 <sup>**</sup>	.889 <sup>**</sup>
	Sig. (2-tailed)		.000	.000
	N	333	333	333
Loyalty	Pearson Correlation	.887 <sup>**</sup>	1	.907 <sup>**</sup>
	Sig. (2-tailed)	.000		.000
	N	333	333	333
Efficiency	Pearson Correlation	.889 <sup>**</sup>	.907 <sup>**</sup>	1
	Sig. (2-tailed)	.000	.000	
	N	333	333	333

\*\* . Correlation is significant at the 0.01 level (2-tailed)

The table 4.20 is a correlation of hypothesis seven and eight. The correlation for hypothesis seven shows a significant correlation at  $r = .887^{**}$  where  $P\text{-value} = .000$  ( $P < 0.001$ ). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis ( $H_{07}$ ), and upheld the alternate hypothesis, thus, there is a significance relationship between workers

recreation and order. The correlation for hypothesis eight shows a significant correlation at  $r = .889^{**}$  where  $P\text{-value} = .000$  ( $P < 0.001$ ). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis ( $H_{08}$ ), and upheld the alternate hypothesis, thus, there is a significance relationship between workers recreation and efficiency.

For the multivariate analysis, the partial correlation technique was used in testing the moderating effects of leadership.



**Table 7:** Partial Correlations for the role of the moderating variable leadership

Control Variables			Employee welfare	Commitment	Leadership
-none <sup>a</sup>	Employee welfare	Correlation	1.000	.787	.952
		Significance (2-tailed)	.	.000	.000
		Df	0	331	331
	Commitment	Correlation	.787	1.000	.883
		Significance (2-tailed)	.000	.	.000
		Df	331	0	331
	Leadership	Correlation	.952	.883	1.000
		Significance (2-tailed)	.000	.000	.
		Df	331	331	0
Leadership	Employee welfare	Correlation	1.000	.378	
		Significance (2-tailed)	.	.000	
		Df	0	330	
	Commitment	Correlation	.378	1.000	
		Significance (2-tailed)	.000	.	
		Df	330	0	

Cell contain zero-order (Pearson) correlations.

In table 7 above, the zero-order partial correlation between employee welfare and commitment shows the correlation coefficient where leadership is moderating the relationship; and this is, indeed, both very high (0.952) and statistically significant (P-value(= 0.000) < 0.05). The partial correlation controlling for leadership however is (.378) and statistically significant (P-value (= 0.000) < 0.05). The observed positive ‘relationship’ between employee welfare is due to underlying relationships between each of those variables and leadership. At the zero correlation, the study found that both employee welfare are highly positively correlated with leadership, the control variable. Removing the effect this control variable reduces the correlation between the other two variables to be (.378) and it is significant at  $\alpha = 0.05$ , therefore, we reject the null hypotheses and conclude that: leadership significantly moderates the relationship between employee welfare and commitment of civil servant in Rivers State.

#### IV DISCUSSION OF FINDINGS

This study uses cross sectional research design and inferential statistical methods in investigating the demographic characteristics of the respondents as well as the studied variables, while Pearson Product Moment Correlation Coefficient was used in testing the relationship between employee welfare and commitment of civil servant in Port Harcourt, Rivers State. The empirical findings revealed a positive and significant relationship between employee welfare and commitment using the Pearson Product Moment Correlation Coefficient at 95% confidence interval,

using Statistical Package for Social Science (SPSS) version 20. It was also further reiterated that the management should provide facilities to all employees in such way that employees become satisfied on the welfare facilities which in turn leads to increase in productivity in terms of quality and quantity.

The first and second hypotheses shows that, there is a strong positive relationship between employee development and each measures of commitment; loyalty and effectiveness of which the significant is based on  $r=0.634$ ;  $p= 0.000 < 0.05$ . and  $r=0.749$ ;  $p= 0.000 < 0.05$ . at 95% confidence interval leading to the rejection of the null hypotheses ( $H_{0.1}$ ) and ( $H_{0.2}$ ) stated in the chapter one, and upheld the alternate and restated thus; there is a significant relationship between employee development and employee commitment in the sample of selected civil servant in Rivers State. The third and fourth hypotheses shows that, there is a strong positive relationship between remuneration policy and each measures of commitment; loyalty and effectiveness of which the significant is based on  $r=0.747$ ;  $p= 0.000 < 0.05$ ., and  $r=0.849$ ;  $p= 0.000 < 0.05$ . at 95% confidence interval leading to the rejection of the null hypotheses ( $H_{0.3}$ ) and ( $H_{0.4}$ ) stated in the chapter one, and upheld the alternate and restated thus; there is a significant relationship between remuneration policy and employee commitment in the sample of selected civil servant in Rivers State.

The fifth and sixth hypotheses shows that, there is a strong positive relationship between work environment and each measures of commitment; loyalty and effectiveness of which the significant is based on  $r=0.919$ ;  $p= 0.000 < 0.05$ ., and  $r=0.892$ ;  $p=$

0.000 < 0.05. at 95% confidence interval leading to the rejection of the null hypotheses ( $H_{0.5}$ ) and ( $H_{0.6}$ ) stated in the chapter one, and upheld the alternate and restated thus; there is a significant relationship between work environment and employee commitment in the sample of selected civil servant in Rivers State. The seventh and eighth hypotheses show that, there is a strong positive relationship between workers recreation and each measures of commitment; loyalty and effectiveness of which the significant is based on  $r=0.887$ ;  $p= 0.000 < 0.05.$ , and  $r=0.889$ ;  $p= 0.000 < 0.05.$  at 95% confidence interval leading to the rejection of the null hypotheses ( $H_{0.7}$ ) and ( $H_{0.8}$ ) stated in the chapter one, and upheld the alternate and restated; thus, there is a significant relationship between worker recreation and employee commitment in the sample of selected civil servant in Rivers State.

## V CONCLUSION

Employee welfare has been seen as one of the organizational ingredients that triggers the commitment of the civil servants. The study further validated the saying; happy employee is a committed employee. When employees perceive better treatment on their welfare from their employer; the commitment level of the employee increases. In this study, the relationships between employee development, remuneration policy, work environment and workers recreation have been investigated. A survey seeking for the relationships has been conducted on a sample of 333 employees of ministries in Rivers State, Nigeria. The survey results indicated significant relationships between the variables hypothesised in chapter one. Accordingly, the study strategy and methodology were designed in a way that points towards the achievement of the study objectives. The study concludes that employee welfare through the use of employee development, remuneration policy, work environment and workers recreation significantly influence employee loyalty and efficiency. A scattered plot diagram was also plot to see the relationships between the predictor variable (employee welfare) and the criterion variable (commitment). The scatter plot graph showed at  $R^2$  linear value of (0.539) depicting a strong viable and positive relationship between the two constructs. The implication is that an increase in employee welfare simultaneously brings about an increase in the level of employee civil servant commitment.

## VI RECOMMENDATIONS

The recommendations of this study are drawn from the result of the empirical findings and conclusions. They are briefly stated as follows:

1. There was partial existence of employee development in the selected ministries, hence employee development is essential.
2. Implementation of remuneration policy is necessary as to curtail the challenges of under payment in the civil service.
3. Work environment should be given priority as good working environment reduces employee stress and increases the commitment level of employee.
4. Workers recreation should be done periodically, as it enhances effective service delivery.
5. In suburban areas, companies could also directly influence the public by extending welfare to the wider community.

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