

**Employee welfare package and its impact on productivity
(A case study of Roesons Industries Ltd Enugu-Ukwu, Anambra state, Nigeria)**

Abstract: *In the study, Employee Welfare Package and its Impact on Productivity were investigated to properly determine how welfare package of a company for its employees can affect their productivity level. The researchers sourced their data from two sources which are primary and secondary sources. The company under-study has a population of 42 employees and the population was adopted as the sampling size due to their small figure. Properly constructed questionnaires were administered to the respondents of which all were completely answered and returned. The descriptive statistical method was used to analyze the data to determine their mean, range, standard deviations etc. These were further helped by tables showing questions from the questionnaire, the Yes response and No response with their percentages. The correlation analysis was used to test the relationship between the two responses/variables while goodness-of-fit statistical analysis was used to test and validate the significance of the responses/variables. This research study shows that the productivity level of any employee depends on the welfare package available to him/her. In other words, a highly motivated worker is a highly productive worker as observed from this research.*

Keywords: *Productivity, Welfare, Employee, Package, incentive and statistics*

1.0 Introduction

Employees are the backbone of every organization/company and the happiness of these employees determines their productivity level. A satisfied worker is a motivated employee and a motivated employee is a happy and productive person. The importance of a satisfied employee cannot be overemphasized. The need for the top management to come up with ways of motivating and satisfying her employees through a well thought out and systematic welfare packages for its employees to achieve a high level of performance.

These welfare packages can come in different forms (which would be discussed later on literature review), so organizations should identify individually and collectively what motivates and makes their employees happy.

This means that giving close attention to employees and how best they can be motivated through satisfaction which they derive from working with an organization is very critical.

Every employee has an individual and collective expectations placed on them by their employers. These expectations are placed differently on every employee in an organization. Some are placed on high expectations, some average and some low expectations. This is possible because the new era of human resource managers profiles' every employees details including goal setting and reactions to situations and situational changes.

1.1 Aim of the Study

This research work is aimed to investigate and determine the impact of Employee Welfare Package on Productivity using Roesons Industries Limited Enugu-Ukwu, Anambra state, Nigeria.

1.2 Hypothesis

Ho: The employees welfare package does not in any way affect productivity

Ho: There is no significant relationship between motivation and productivity.

2.0 Review of Related Literature

2.1 THE CONCEPT OF EMPLOYEES WELFARE PACKAGE

It is the demand for the services which the employees will produce that in the first instance necessitated their employment. Therefore, it is of best interest to any organization to find out, the best way of increasing productivity by understanding the incentive due to employees by ways of welfare packages.

Nwugo (1997) and Nwachukwu (1998) are of the opinion that there is the need for application of the hygiene factor as opined by Herzberg for effective productivity. To them, the following factors are necessary for workers productivity to be increased.

- i. Work that has purpose
- ii. Opportunity for advancement
- iii. Recognition
- iv. Competent leadership
- v. Fair wages
- vi. Freedom from arbitrary action
- vii. A voice in matters affecting them
- viii. Satisfactory working conditions
- ix. Congenial associates.

Realizing the importance of productivity to the economic growth of a nation, certain questions need to be asked at this juncture, namely; what is productivity? What is labour productivity?, How do you measure labour productivity in relation to business organization? .

PRODUCTIVITY:

According to Aderinto (1981), Fashoyin (1983), Osundahunsi (1988) and Ibraheem (1989), the ratio between output and the total input of factors required to achieve production. Input is considered as products and services. Thus, productivity is the end result of a complex social process of production.

Denning productivity as the ratio of output to input by industrial groups is considered as economist view (Udo-Aka 1983). Therefore, according to Udo-Aka, productivity should be seen as a measure of the overall production efficiency, effectiveness and performance of the individual organization. He believes that productivity means quality of output, workmanship adherence to standards, and customer satisfaction. Also, productivity means absence of disruption, trouble and other evidence of difficulty in organizations as well as such quantitative measurement as units produced or volume of sales. Furthermore, productivity in educational and related institutions could mean effective performance of individual employees, client

satisfaction and absence of disruption in academic programme.

LABOUR PRODUCTIVITY:

The term labour productivity is commonly used to refer to the volume of goods and services produced per worker within some specified unit of the year, month, day and hour (Ndioko, 1983). The difference between productivity and labour productivity is that while the former stresses relationship between input and output, the latter emphasizes result of it put. The practice of using labour, especially direct labour inputs and costs can be ascertained and quantified more easily than those of other factors, and partly due to a legacy of classical economics thought which not only tends to regard direct labour as the sole source of value but also tends to regard all forms of indirect labour as “unproductive labour”.

From the forgoing, it can be deduced that labour needs to be improved first before we could have increased productivity. There are a number of ways by which this can be carried out. These include: Improvement in worker’s skills, availability of resources, conducive environment and provision of other general welfare packages. Consequently, effort is made in this paper to highlight how welfare programmes can help to increase labour productivity in the private sector of the Nigeria economy. It also stated some of the problems hindering the implementation of welfare programmes for workers. In doing so, emphasis is laid on industrial setting, a sub-sector of the secondary sector of the economy. It is noteworthy that measuring labour productivity in the service such as insurance, health and education is different from those of manufacturing industry. Thus only general conclusions are possible in area of service sector as not only is the output difficult to measure but variation in the quality of the input and the output make any measures of productivity speculative (Aderinto, 1981).

2.2 TYPES OF EMPLOYEE WELFARE PROGRAMMES

The types of benefits being produced for employees are numerous and differ from one organization to another and in varying names. The types of benefits are divided into five (5) categories:

- ❖ For added leisure and income
- ❖ For personal identification and participation
- ❖ For employment security
- ❖ For health protection
- ❖ For old age and retirement

i. ADDED LEISURE AND INCOME

Most of employee benefits in this category can be traced to employee union policy. Reduction in what is usually described as normal hours of work, premium pay for second and third slug, paid holidays, collation and rest period have frequently been negotiated. Many of these benefits also express public policy items differentials paid holiday, paid vocations rest pauses and coffee break, leave for illness, leave or death of relation etc. All these constitute payment for time not worked. Their value however varies from one company to another.

129 ii. **PERSONAL IDENTIFICATION AND PARTICIPATION**

130 A number of common benefits have been created by managers largely on their own
131 initiatives. Behind these benefit managers in tend to encourage a reciprocal feeling of
132 friendliness and personal beautification with the interest admission of the organization.
133 In this category includes the following;

134
135 Relational programmes
136 Housing and transformation
137 Professional service
138 Company financial assistance
139 Food service

140
141 iii. **EMPLOYEE SECURITY**

142 It is a matter of policy as employees; their vision is to provide reasonably steady and
143 certain income from work. In other words, this policy proposed to relieve workers as
144 much as possible from pains and worries about the employment and the loss of jobs and
145 income benefits under. This category includes the following;

146
147 Severance pay or dismissal pay
148 Unemployment Insurance
149 Retagging

150
151 iv. **HEALTH AND WELFARE**

152 Current public policy tends to protect employment income against the major health of
153 workers and their department. Employers are now expected to develop for this purpose
154 several types of benefits including those that provide compensation for industrial
155 accidents and work connected illness, numerous forms of Insurance services.

156
157 **2.3 THE THEORY OF MOTIVATION AS ONE OF THE EMPLOYEES WELFARE**
158 **PACKAGES:**

159
160 One of the major problems confronting management is to motivate workers to perform assigned
161 tasks to meet or surpass predetermined standards.

162
163 Motivation is that energizing force that induces or compels and maintains behaviors.

164
165 According to Armstrong (2001) Human behavior is motivated, it is goal directed. It is not easy to
166 motivate an individual, for the success of any motivated effort depends on the extent to which
167 the motivator meets the needs of the individual employees for whom it is intended.

168
169 Motivation is an internal psychological process whose presence or absence is inferred from
170 observed performance. Motivation behavior has basic characteristics;

- 171
172 ❖ It is sustained
173 ❖ It is goal directed
174 ❖ It is results-oriented.

People are motivated when they expect that a cause of action is likely to lead to the attainment of a goal and a valued reward that satisfies their needs (Armstrong, 2001) while motivated people are those with clearly defined goals and who take to actions that they expect will achieve those goals.

He also argued that it has become imperative that the organization can provide the context within which high levels of motivation can be achieved by providing incentives and rewards satisfying work and opportunities for learning and growth.

2.4 Labour Productivity and employee welfare package: Many sectors argue that there exists some kind of relationship between labor productivity and employee welfare benefit. For instance, Onitiri (1983) opined that poor standard of living, bad health, lack of education, bad housing, poor transportation to and from work, bad condition in the work place reduces worker's productivity, and low productivity in turn reduces capacity of the society to improve working conditions, most especially housing, transportation, food & health facilities could substantially improve the workers productivity.

The increased concern for labor productivity on the part of union and management is hinged on three factor; 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 hugely upon the resources generated by the productivity of total work force. Secondly, the age old tradition that a 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 level. The third reason is the labour increasing awareness of its social responsibility not only to its employer, but also to its consumer.

Furthermore, Yesufu (1984) and Ejiofor (1986) argues that employee welfare benefits are capable of attracting and retaining employees, assisting employees in meeting their needs better, helping in lowering unit cost of production, improving morale, increasing employee security and blunting these sharp edge" of managerial autocracy.

All these, according to these scholars, have a positive effect on labour motivation and productivity.

Relating labour productivity and welfare benefits in the study carried out by the Kilby (1969) the study found out that there was relative efficacy of incentive payment schemes in inducing increased labour productivity, The study shows that Nigeria workers employed in places where the management make 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 service 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 could likely induce labor productivity.

Thus, Oloko (1983), In a study carried out among workers in Muddy water company in Nigeria, using risk order correlation, finds out that welfare benefits such as pension scheme, payment of salaries and wages and welfare services like health, facilities, job security, working conditions, vacation and holiday practice motivate workers to exert effort to achieve higher productivity.

2.5 IMPACT OF WELFARE PACKAGES ON WORKERS PERFORMANCE IN AN ORGANIZATION

According to Cormick and Tifflin (1979), rewards can be either intrinsic or extrinsic. Intrinsic rewards stem from rewards that are inherent in the job and which the individual enjoys as a result of successfully completing the task or attaining his goals. While extrinsic rewards are those that are external to the task of the job, such a pay, work condition, fringe benefits, security, promotion, contract of service, the work environment and condition of work. Such tangible rewards are often determined at the organizational level, and may be largely outside the control of individual managers, intrinsic reward on the other hand are those rewards that can be termed 'Psychological rewards' and examples are opportunity to one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition and being treated in a caring and considerate manner.

An intrinsically motivated individual, according to Ajila (1997) will be committed to his work to the extent to which the job inherently contains tasks that are rewarding to him or her, and an extrinsically motivated person will be committed to the extent that he can gain or receive external rewards for his or her job. He further suggested that for an individual to be motivated in a work situation there must be a need, which the individual would have to perceive a possibility of satisfying through some reward. If the reward is intrinsic to the job, such desire or motivation is internal. But, if the reward is described as external to the job, the motivation is described as extrinsic.

Good remuneration has been found over the years to be one of the policies the organization can adopt to increase their workers performance and thereby increase the organizations productivity. With the present global economic trend, most employers of labour have realized the fact for their organization to compete favorably, the performance of their employees goes a long way in determining the success of the organization. On the other hand, performance of employee, in an organization is vital not only for the growth of the organization but also for the growth of individual employee. An organization must know who are its outstanding workers, those who need additional training and those not contributing to the efficiency and welfare of the company or organization.

Performance on the job can be assessed at all levels of employment, such as: personal decision relating to promotion, job rotation, job enrichment etc. And in some ways, such assessment is based on objective and systematic criteria, which includes factors relevant to the person's ability to perform on the job.

Hence the overall purpose of performance evaluation is to provide an accurate measure of how well a person is performing the task or job assigned to him or her. Based on this information, a decision will be made affecting the future of the individual employee. Therefore, a careful evaluation of employee performance can uncover weaknesses or deficiencies in a specific job skill, knowledge or area where motivation is lacking. Once identified, these deficiencies may be remedied through additional training or the provision of the needed rewards.

The view that specific reward will encourage an increase in production, has not always been substituted, even though management has often attempted to spur production by such offerings and has often attributed production increase to them.

2.6 SOME PROBLEMS FACING THE IMPLEMENTATION OF EMPLOYEE'S WELFARE PACKAGE.

Labour productivity vis-a-vis employee welfare package is of great importance not only to the work force and management, but also to the society. There is also an obvious positive relationship between welfare benefits and labour productivity. In spite of this, management in some industrial organizations exploit the ignorance of workers about welfare package in the work place and so refuse to implement such welfare programmes. There is no wonder why Ejiofor (1986), identifies some problems inhibiting the implementation of welfare package for workers. Some of these are presently discussed below.

False Paternalistic Assumptions:

One of the nations which colours management attitude to employee welfare programme is that workers should see fringe benefits as kind gesture from employers which they should reciprocate, looking at the various letters of appointment and promotion emanating from our tertiary institutions, for example, one word used to permeate such letters: the Governing council has graciously whereas many employees believe that the employer returns to the much less than they contribute to the organization not even aware of the existence of welfare package. A worker cannot be motivated by a benefit he is not aware of.

Doubtful Valence:

For any reward to motivate employees, it has to be attractive to the perspective recipients, intrinsic value of reward is not critical. Different people value different things at different stages of their lives and working career. As a result of differences in valence, while some employees are enthusiastic about some of the benefits, other employees are, at best, indifferent or even hostile, to some of the welfare package.

Intra-Organization Inequality:

Many employee packages turn out to be morale depressants, instead of stimulants, because they fail the internal alignment test. They are inequitably dispensed between the senior and the junior staff and between the academic and non-academic staff in tertiary institutions.

Bad Management of Good Benefits:

Benefits not properly administered can cause frustration such mismanagement may arise out of questionable integrity of the dispensing officer, also, many desirable employee benefits get mismanaged because what should accrue to the workers as right is, at times treated as privileges.

This is particularly time in the allocation of official vehicles to production and non-production staff. While many senior members of the production department are denied official vehicle their counterparts in the non-production or administration department have many to themselves.

2.7 GENERIC SCENARIO OF THE MAIN CAUSES OF EMPLOYEES LOW PRODUCTIVITY

The national workshop on productivity divides the major causes of low productivity in Nigeria into four sections namely:

ECONOMIC FACTOR: This is usually caused by such circumstance where emphasis is not attached to employee reward system by management. Here, there is no correlation between the efforts that an employee expends on his work. As a matter of fact, when an employee notices a disparaging gap between his efforts and the reward he gets, he is bound to systematically soldier his efficiency (Taylor, 1911)

SOCIOLOGICAL FACTOR: It has to be pointed out here that employees treasure their worth and as such, would always like to be allowed a sense of belonging in an organization that they work for. In such a regrettable situation where employees are only treated as mere cost of production makes them to shy away from putting in their best. In the Nigeria case, there is no need denying the fact that many workers in the country; private and public alike are denied the sense of belonging in their work places and as such, appears far removed from the production process. Given this interplay, they can only do the least possible in order to avoid being edged out of their employment by faking seriousness and commitment. Whenever the employees feel that they do not count or are not accorded significant recognition in what they do, there is the tendency for them not to impact fully or exhibit full sense of commitment.

MANAGEMENT FACTOR: It is a fact of life that organizational managers that are lazy are likely to beget in reciprocal manner lazy workers. In this regard, no unproductive and un-disciplined manager can ever motivate any worker to increase productivity. There is no doubt that managerial influences is core to galvanizing the productive capabilities of employees since it is known that a manager that encourages or accepts low performance or even rationalizes with employees, where quality work is expected is directly condoning low productivity.

Therefore, low productivity can never be for a manager that has integrity, initiative, sense of justice and emotional stability.

TECHNOLOGICAL FACTOR: The inability to keep track of innovations and apply new ideas to job era of technological drive where production has gone supersonic. Workers must be made to keep abreast or else, they become obsolete. Therefore, organizations must constantly change in line with the technologies that drive their operations. This is necessary since the desire to prop up production must be backed with an: 'appropriate technology that can quantitatively and qualitatively support such aspiration. The human capital must be at the fore front of any training and development that is intended to update performance knowledge if the organization must remain productive.

2.8 NEW WAYS TO IMPROVING EMPLOYEES PRODUCTIVITY

Sherwood (1962) identified in his study titled "New Ways to Effective Productivity" seven steps that are to be taken in order to ensure the improvement of productivity:

Develop productivity measures for all operations; measurement is the first step in managing and controlling operations.

Analyze the system as a whole to decide which operations are most critical. Use the bottle neck operation analysis. The concept recognizes the fact that several operations feed the system and must be made to queue up. Improvement on the bottle neck will lead to increased productivity up to the point where the output rate at the bottle neck equals the output rate of the operations feeding it. Develop methods for achieving productivity improvement such as soliciting ideas from worker (work teams, engineer, managers), study how other firms increased productivity (bench making). Establish reasonable goals for improvement. Make it clear that magnified supports and encourage productivity improvement, consider incentive to reward works for contributes, measure improvement and publicize them. Do not confuse productivity with efficiency.

2.9 BENEFITS OF EMPLOYEE'S WELFARE PACKAGE

The very logic behind founding welfare scheme is to create efficient, healthy loyal and satisfied labor 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. The important benefits of welfare measures can be summarized as follows:-

They provide better physical and mental health to workers and this promote a healthy work environment.

Employee welfare package increases the productivity of organization and promote healthy industrial relation therefore maintaining incrusted peace.

Facilities like housing scheme medical benefits and education and recreation facilities for worker's families help in raising their standard of living. This makes workers to pay more attention towards work and thus increase their productivity.

3.0 Methodology

Population of the Study: The population of the study includes all the employees of Roeson's Industries Ltd. There is a recorded total number of forty two (42) employees on their human resource book as at 20th Jan. 2018. All the employees were used as the population for this research study.

3.1 Sample Size and Sampling techniques

Due to the nature of the population (small number of employees), no sampling technique was adopted thereby necessitating the adoption of the population as the sample size.

3.2 Hypothesis: Goodness-of-fit statistical tool and other relevant and appropriate statistical techniques were used to test and validate the hypothesis.

3.3 Decision Rule

The decision rule is, if the calculated value is less than the significant value of 0.05, the null hypothesis would be accepted; otherwise the alternative hypothesis would be rejected.

4.0 Presentation and Analysis of Data

The presentation, analysis and interpretation of all the data collected are presented and analyzed. They are based on the objectives, research questions and hypotheses that guided the research. It further conducts a detailed analysis with the aid of suitable statistical technique of the data collected.

4.1 Distribution of Questionnaire

Table 1: Return Rate of Questionnaire

Questionnaire	Frequency	Percentage (%)
No of Questionnaire Administered	42	100
No of Questionnaire Received	42	100
No of Questionnaire not Received	0	0
No of Questionnaire completed and returned	42	100
No of Questionnaire not returned	0	0
Total No of Questionnaires to work with	42	100%

Source: Field Survey (2018)

The above table shows the total number of questionnaires administered was 42, out of which 42 (100%) respondents received the questionnaire. This shows that all employees received a questionnaire. All the employees of received, completed and returned their questionnaires showing a success return rate of 100%.

4.2 BACKGROUND INFORMATION OF THE RESPONDENTS

Table 2: Respondents on Gender Distribution

GENDER	FREQUENCY	PERCENTAGE (%)
Male	14	33.33%
Female	28	66.67%
Total	42	100

Source: Field survey (2018)

The table above shows that 14 (33.33%) respondents were male while 28 (66.67%) of the respondents were females. This implies that the organization under study have a higher

percentage of female workers to male workers. This shows that both genders are not equally represented.

Table 3: Respondents Age Distribution

Age of respondents	No of Respondents	% of Respondents
15 - 25	13	31%
26 – 35	12	29%
36 – 45	8	19%
46 – 55	5	12%
56 and above	4	9%
Total	42	100%

Source: Field survey (2018)

Table 3 reveals that 13 (31%) of the respondents fall between the age of 15 – 25, 12 (29%) respondents fall between 26 – 35 of age while 8 (19%) respondents falls between 36 – 45 years old. The remaining categories are 46 – 55 years which has 5 (12%) respondents and 56 and above which has 4 (9%) respondents. This shows that the organization has a higher number of young workforces.

Table 4: Category of Staff

Category of Staff	No of Respondents	Percentage
Junior staff	13	31 %
Middle staff	19	45%
Senior staff	10	24%
Total	42	100%

Source: Field Survey (2018)

On the category of staff, the above table indicates that 13 (31%) respondents are junior staff, 19 (45%) represent the middle staff, while 10 (24%) of the respondents are senior staff. The above table shows that the organization under study has higher number of middle staff and lower number of senior staff.

Table 5: Questionnaire (Section A)

Ho: Employee welfare package does not in any way affect productivity

S/N	Questionnaire Items	Response s	No of Responses	Percentage %
1	Does salary increment affect your productivity?	Yes	30	71
		No	12	29
		Total	42	100
2	Does your company's reward system/process affect your day-to-day productivity?	Yes	23	55
		No	19	45
		Total	42	100
3	Does your company bonus system affect your productivity?	Yes	32	76
		No	10	24
		Total	42	100
4	In your opinion, do you think the general incentive of your company affect your productivity?	Yes	34	81
		No	8	19
		Total	42	100

Source: Roesons Industries Ltd (2018)

From table 5 above, it shows that 71% of the respondents believe that salary increment affects their productivity, while 29% of the respondents disagreed. The table also shows that 55% of the respondents agreed that their company's reward system affects their day-to-day productivity, while 45% of the respondents disagreed. In the same vein, 76% of the respondents believe that their company's bonus system affect their productivity, while 24% of the respondents also disagrees. Meanwhile, 81% of the respondents agree that the general incentive of their company affect their productivity, while 19% of the respondents disagreed.

4.3 Test of Hypotheses

Hypothesis One

In the section, a statistical test will be carried out to test hypothesis one. The data from questionnaire section A, Question 1 – 4 was used to test the hypothesis so as to validate the research study using a descriptive statistic, and other relevant statistical tools.

481 **Table 6: Descriptive Statistics**

	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
YES RESPONSE	4	11	23	34	29.75	2.394	4.787	22.917
NO RESPONSE	4	11	8	19	12.25	2.394	4.787	22.917
Valid N (listwise)	4							

482 **Source: Researcher (2018)**

483
 484 The above table depicts the responses of the employees' under-study. The YES RESPONSE has
 485 a statistical range of 11, minimum of 23, maximum of 34, mean of 29.75, standard error of
 486 2.394, standard deviation of 4.787 and variance of 22.917 while the NO RESPONSE has a
 487 statistical range of 11, minimum of 8, maximum of 19, mean of 12.25, standard error of 2.394,
 488 standard deviation of 4.787 and variance of 22.917.
 489

Table 7: Pearson Correlations of the Responses

		YESRESPONSE	NORESPONSE
YESRESPONSE	Pearson Correlation	1	-1.000**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	68.750	-68.750
	Covariance	22.917	-22.917
	N	4	4
	Pearson Correlation	-1.000**	1
NORESPONSE	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	-68.750	68.750
	Covariance	-22.917	22.917
	N	4	4

Source: researcher (2018)

490 From the above correlation analysis, the two variables are significant at 0.01 which is less than
 491 0.05 significant levels for this research. To further, validate the above analysis, the researcher
 492 will use another statistical tool to validate the variables.
 493

Goodness-of-Fit Test for Poisson Distribution

Poisson mean for YES RESPONSE = 28.3469

YES RESPONSE	Poisson Observed	Poisson Probability	Contribution Expected	to Chi-Sq
<=23	19	0.182490	8.94201	11.3132
24	0	0.057085	2.79717	2.7972
25	0	0.064728	3.17165	3.1717
26	0	0.070570	3.45795	3.4579
27	0	0.074091	3.63045	3.6305
28	0	0.075009	3.67544	3.6754
29	0	0.073320	3.59267	3.5927
30	12	0.069280	3.39470	21.8137
31	0	0.063351	3.10418	3.1042
32	10	0.056119	2.74981	19.1160
33	0	0.048206	2.36208	2.3621
>=34	8	0.165753	8.12189	0.0018

N N* DF Chi-Sq P-Value
49 0 10 78.0363 0.000

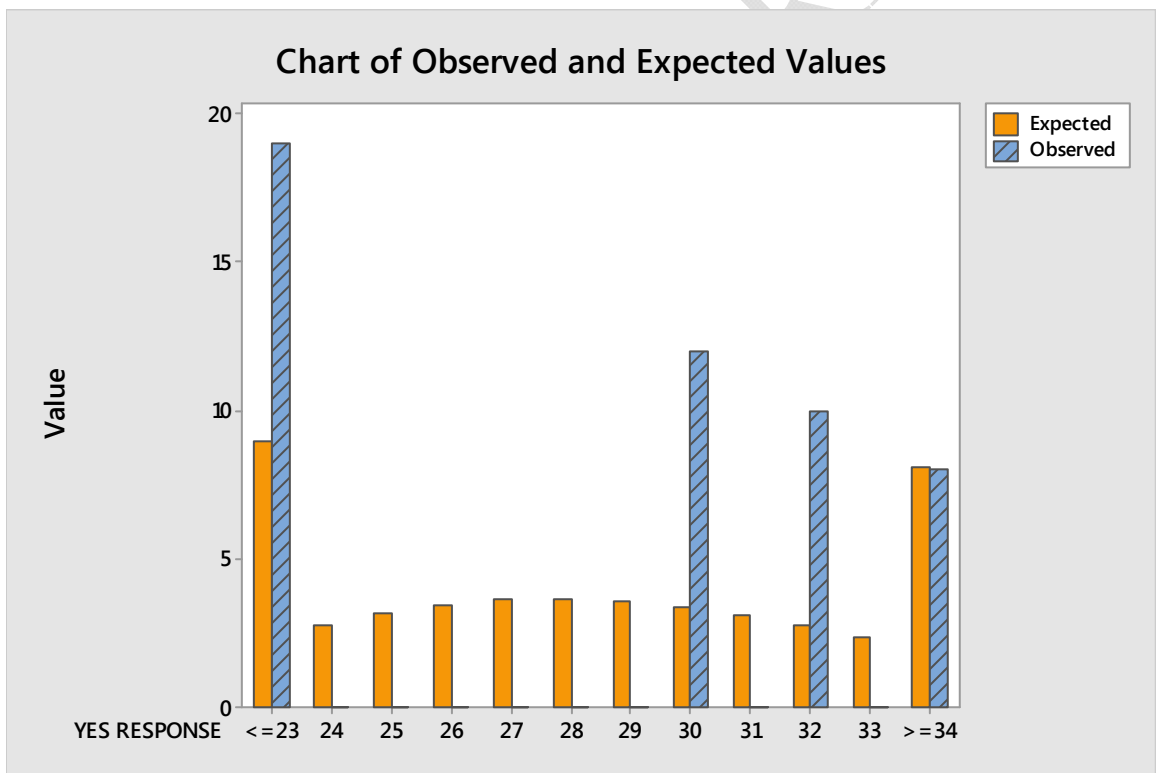


Figure 1: Chart of Observed and Expected Values

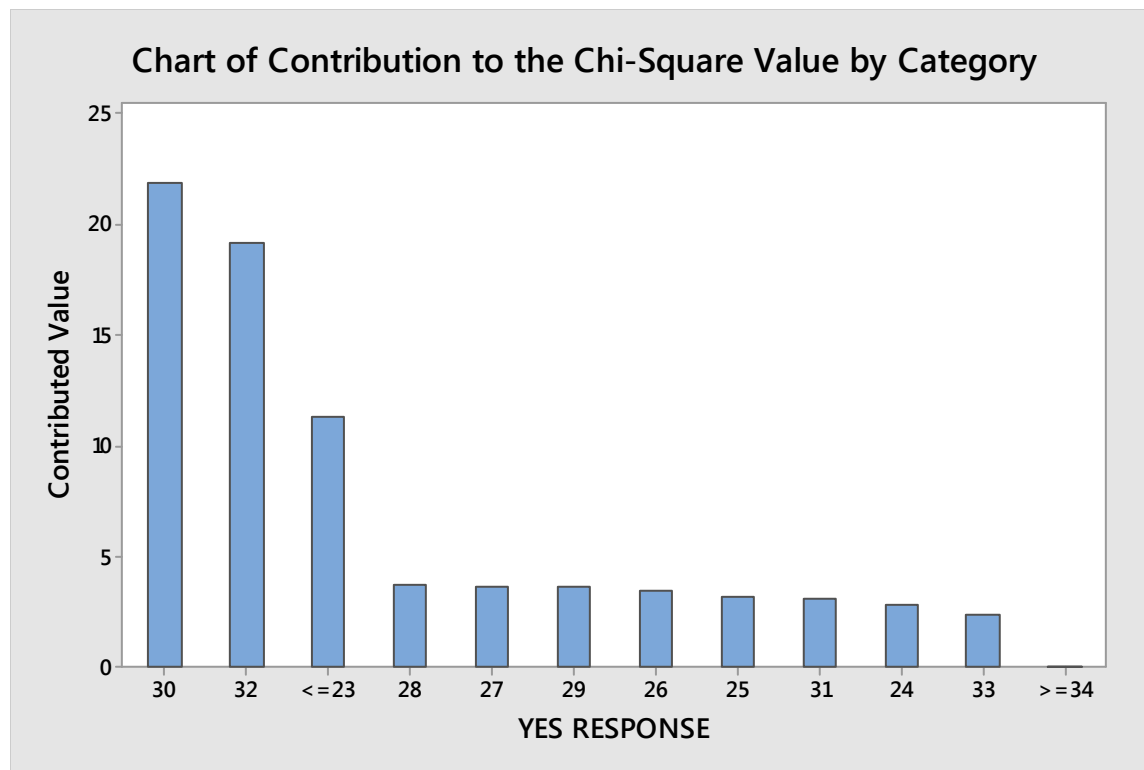


Figure 2: Chart of Contribution to the Chi-Square Value by Category

Decision Rule

If the calculated value is less than the significant value of 0.05, the null hypothesis would be accepted; otherwise the alternative hypothesis would be rejected. From the above rule, it is safe to reject the null hypothesis and accept alternative hypothesis which states that “employee welfare package to large extent affect productivity”.

Table 8: Questionnaire (Section B)

Ho: There is no significant relationship between motivation and productivity.

S/N	Questionnaire Items	Responses	No of Responses	Percentage %
1	Does the retirement benefit of the company motivate you to achieve better productivity?	Yes	32	76
		No	10	24
		Total	42	100
2	Does your company's promotion system/process affect your productivity?	Yes	30	71
		No	12	29
		Total	42	100
3	Does your personal interest in the company affect your productivity?	Yes	25	60
		No	17	40
		Total	42	100

4	In your opinion, do you think the general motivational packages of your company affect your productivity?	Yes	36	86
		No	6	14
		Total	42	100

Source: Roesons Industries Ltd (2018)

From table 6 above, it shows that 76% of the respondents believe that retirement benefits of their company affects their productivity, while 24% of the respondents disagreed. The table also shows that 71% of the respondents agreed that their company's promotional system affects their productivity, while 29% of the respondents disagreed. In the same vein, 60% of the respondents believe that their personal interest in the company affect their productivity, while 40% of the respondents also disagrees. Meanwhile, 86% of the respondents agree that the general motivational packages of their company affect their productivity, while 14% of the respondents disagreed.

Table 9: Descriptive Statistics

	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
YES RESPONSE	4	11	25	36	30.75	2.287	4.573	20.917
NO RESPONSE	4	11	6	17	11.25	2.287	4.573	20.917
Valid N (listwise)	4							

Source: Researcher (2018)

The above table depicts the responses of the employees' under-study. The YES RESPONSE has a statistical range of 11, minimum of 25, maximum of 36, mean of 30.75, standard error of 2.287, standard deviation of 4.573 and variance of 20.917 while the NO RESPONSE has a statistical range of 11, minimum of 6, maximum of 17, mean of 11.25, standard error of 2.287, standard deviation of 4.573 and variance of 20.917.

Table 10: Pearson Correlations

				YESRESPONSE	NORESPONSE
YESRESPONSE	N	Pearson Correlation		1	-1.000**
		Sig. (2-tailed)			.000
		Sum of Squares and Cross-products		62.750	-62.750
		Covariance		20.917	-20.917
		Bias		0 ^d	.000 ^d
		Std. Error		0 ^d	.000 ^d
		95% Confidence Interval	Lower	1 ^d	-1.000 ^d
			Upper	1 ^d	-1.000 ^d
		Pearson Correlation		-1.000**	1
		Sig. (2-tailed)		.000	
NORESPONSE	N	Sum of Squares and Cross-products		-62.750	62.750
		Covariance		-20.917	20.917
		Bias		.000 ^d	0 ^d
		Std. Error		.000 ^d	0 ^d
		95% Confidence Interval	Lower	-1.000 ^d	1 ^d
			Upper	-1.000 ^d	1 ^d

Source: researcher (2018)

From the above correlation analysis, the two variables are significant at 0.01 which is less than 0.05 significant levels for this research. To further, validate the above analysis, the researcher will use another statistical tool to validate the variables.

Goodness-of-Fit Test for Poisson Distribution

Poisson mean for YES RESPONSE = 29.3556

YES RESPONSE	Poisson Observed	Contribution Probability Expected	to Chi-Sq
<=25	17	0.243063 10.9378	3.35987
26 - 27	0	0.133336 6.0001	6.00010
28 - 29	0	0.146526 6.5937	6.59369
30 - 31	12	0.140426 6.3192	5.10692
32 - 33	10	0.118392 5.3277	4.09764
34 - 35	0	0.088485 3.9818	3.98181
>=36	6	0.129771 5.8397	0.00440
N	45	0	
N*	5		
DF	29.1444	0.000	
Chi-Sq			
P-Value			

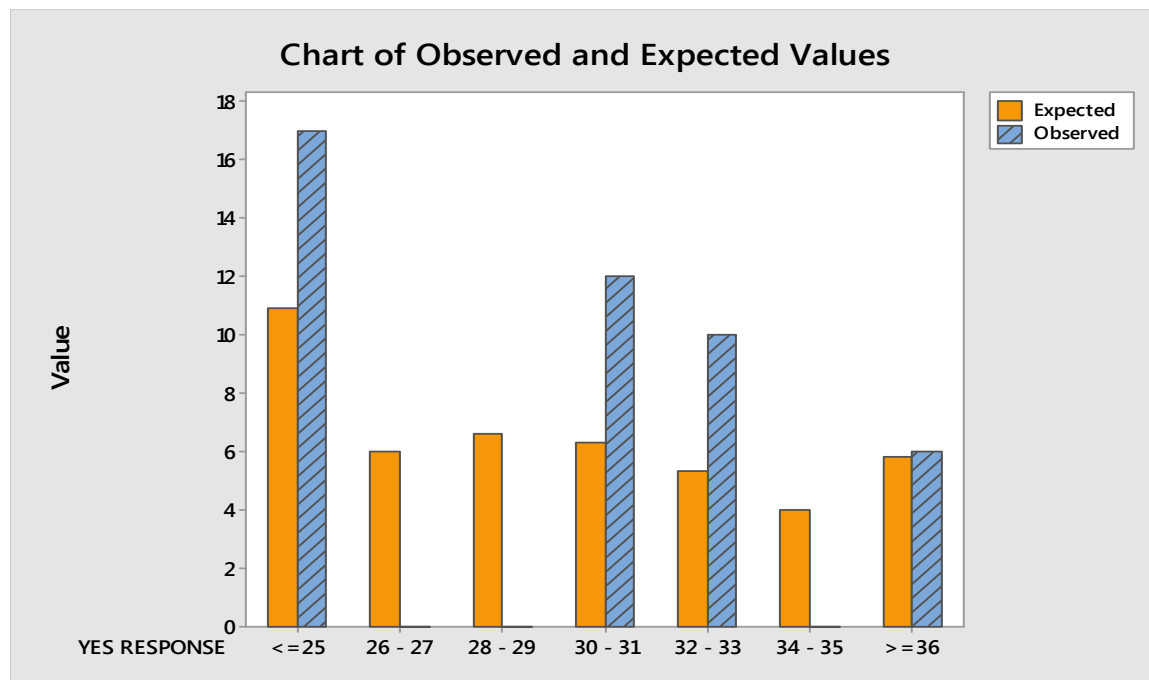


Figure 3: Chart of Observed and Expected Values

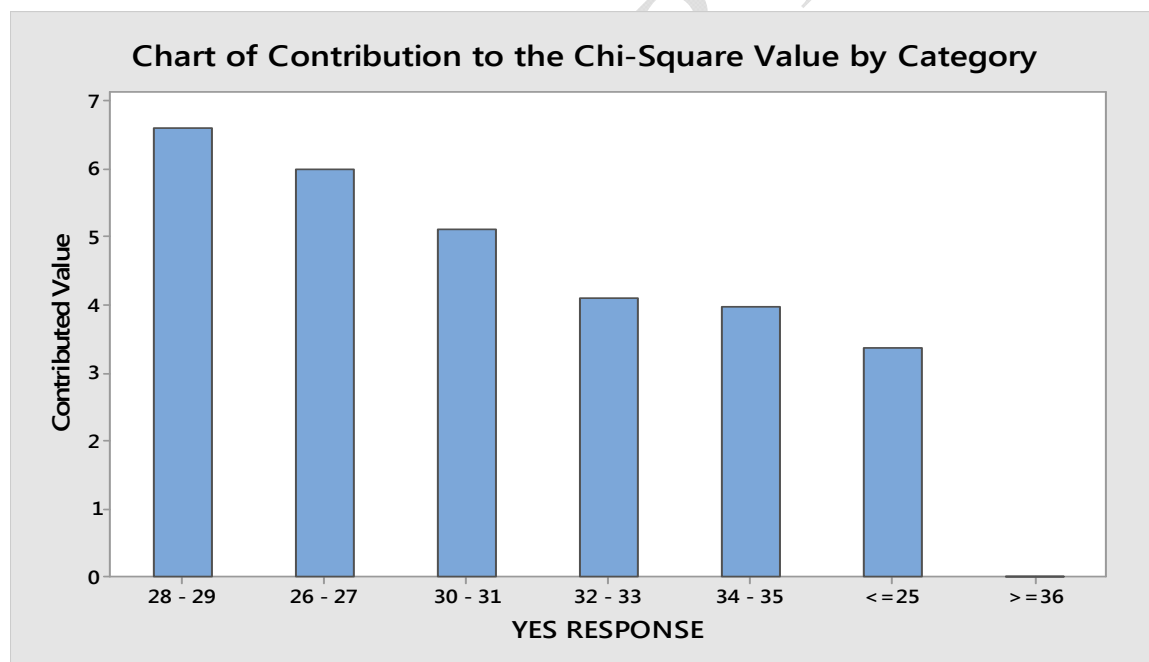


Figure 4: Chart of Contribution to the Chi-Square Value by Category

Decision Rule

If the calculated value is less than the significant value of 0.05, the null hypothesis would be accepted; otherwise the alternative hypothesis would be rejected. From the above rule, it is safe to reject the null hypothesis and accept alternative hypothesis which states that “there is a significant relationship between motivation and productivity”.

5.0 Summary of Findings

From the above analysis, the researcher observed the obvious fact that workers need to be motivated for higher/increased productivity. Many of the respondents are of the opinion that a proper reward system for the employees for a job well done would increase their productivity rate. Also, many of the respondents were of the opinion that the retirement system in their organization affects their level of productivity. Furthermore, many of the employees' under-study are of the belief that the company's bonus system affects their productivity level.

In conclusion, from the findings, the researchers are of the opinion that the general incentives and motivational packages of an organization affect the total productivity level of their employees. With this, it is safe to say that, a motivated worker is a happy worker and a happy worker is a productive worker. Therefore, the welfare package of an organization for its employees affects their level of productivity.

The research work is recommended to the case study for their application and evaluation. It's further recommended for wider use and applicability to other similar establishments for their usage and application which will aim to promote their organizational growth and development.

References

- Aderinto, A. (1981): Improving Labour Productivity in the Service Sector in Nigeria: The before Labour and Management, Perman, Journal of the Institute of Personal Management of Nigeria, 8(2), 17 – 38.
- Akintunde, A. D. (2005). *How to motivate workers to achieve higher productivity*; Oyo State: unpublished Business Studies Polytechnic Ibadan.
- AnyadikeNkechi, O. (2013). *Global Journal of Human Resource Management*, 1 (4) pp 56-67.
- Armstrong, M (2001). *A hand book 09n Personnel Management Practice*, London: Kogan Page Ltd.
- Bateman, T and Snell, S. (1999). *Management Building Competitive Advantage*; Boston: McGrawHill
- Caroline, C. I. & Charles, E. (1997). *A Practical Approach to Personnel Management*; Port Harcourt Nigeria: Gostate Printings and Publishing Co. Ltd.
- Chinwoh, K. (1989): Fringe Benefits: Are you aware of all you are entitled to? *Management in Nigeria*.25(2), 34.
- Ejiofor, P.O. (1986): Employee Welfare Programmes: Dilemmas during depression in Damachi, U.G., and Fashoyin, T. (eds): *Contemporary Problems in Nigeria Industrial Relations*: Lagos: Development Press Ltd.
- Ejiogu, A. (2000). *Human Resource Management towards Greater Productivity*; Lagos: Generation Press Ltd.

Ekpiken, C. (1983): Measures taken to improve productivity in Nigeria Industries and the results, in Osoba, A.M. (ed): Productivity in Nigeria: Proceedings of a National Conference: Ibadan: NISER.

Ezeh, C (2013). *Human Resource Management*; Issue, Development and Utilization: Nimo Nigeria: Rex Charles and Patrick Ltd.

Fashion, T. (1980): Industrial Relations in Nigeria (Development and Practice): Ikeja: Longman.

Fashoyin, T (1983): Improving Productivity: Labour and Management Approaches, in Osoba, A.M. (ed): Productivity in Nigeria: Proceedings of a National Conference: Ibadan: NISER.

Francis A, C. (2012). *The role of Human Resource Planning in Recruitment and Selection process*. British Journal of Humanity and social sciences vol. 6 (2) pp69-77

Gluech, W.F. (1987). *Personnel: A Dynamic Approach*; Texas; Business Publication.

Graham, W.G. (1987). *Human Resource Management*; London: Pitman.

Ibraheem, D. (1989): Productivity Improvement in Nigeria in the 90's: Management in Nigeria: 25(2), 55-56.

Kilby, P. (1989): Industrialization in an Open Economy – Nigeria: 1945 – Cambridge: University Press.

Mitchell, T.R (1978). *People in the organization, understanding Behavior*; U.S.A: McGraw Hill International Publishing Company.

Odimegwu, F.A. (1987): Productivity Management: A Consolidated Operational Approach: Management in Nigeria: 25(1 & 2), 7 – 17.

Ojonely, G. (1984). *Fundamental of Management Plan*; U.S.A: Texas Business Company.

Oloko, O. (1983): Factors in Labour Productivity in, Osoba, A.M (ed): Productivity in Nigeria, Proceedings of a National Conference: Ibadan: NISER.

Olufunke, O. O. (2000). *Principle of Management*; Lagos: Tolafik Press.

Onuoha, B.C (2002). *Fundamentals of Business and Management in Nigeria*; Aba-Nigeria: Unique Printing &Packaging Company Ltd.

Oshundahunsi, D. (1988): Behind Increased Productivity: Management in Nigeria: 24(5), 6.

Sam R. kumar (1976,) *A manual of simplicity techniques*; London Heinemann.

Shubin, J.A. (1957): Business Management: An Introduction to Business and Industry: London: Banes and Noble Books.

Udo-Aka, U. (1983): Measuring Productivity: Issues and Problems, in Osoba, A.M. (ed): Productivity in Nigeria, Proceedings of a National Conference: Ibadan: NISER.

Yesufu, T.M. (1984): The Dynamics of Industrial Relations: The Nigerian Experience: Ibadan: University Press Limited.

Yoder, D. et al (1958): Handbook of Personal Management and Labour Relations: New York: McGraw Hill Book Company.