

## THE ROLE OF WELFARE PACKAGE IN EMPLOYEES MOTIVATION: AN ANALYSIS

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### ABSTRACT

Motivation is central in the discourse of productivity among employees. Yet the nature of welfare package in every organization determines the level of motivation. Against this background, this study investigated the role of welfare package in determining level of motivation among workers.

This study was premised on social exchange theory. A cross sectional survey design was adopted consisting of a sample of 150 respondents. This was complemented by In-Depth Interviews (IDIs).

The mean age of the respondents was 29±9.2 and with the prevalence of male (63.3%), married (70.0%), income of N110,001 and above (46.0%) and Bachelor Degree (44.7%). The welfare packages available in the organization consisted of medical health care (91.3%), car loan (76.0%), staff housing (19.3%) and off/on the job training (90.7%). Consequently, 85.3% of the employees expressed high level of motivation. At the levels of employees' categories, professionals (69.6%), managerial (88.9%), skilled non manual (89.8%) and skilled manual (78.6%) expressed high level of motivation. Qualitative data showed that workers remained committed to the goal of the organization. There was desire for job retention and productivity.

Industrial organization may not achieve relatively high level of motivation among employees where welfare services are taken granted. Organization should review its welfare package services to be competitive. This should be on regular interval as agreed by the management.

**KEYWORDS:** Welfare package, motivation, non monetary factors, productivity, job retention

### INTRODUCTION

Work is an inevitable exercise done by man. There are social, economic and psychological perceptions to the concept of work. At the level of social base, people work in order to satisfy the need for association, cooperation and companionship. This suggests that because man cannot live without assistance of one another, they are unavoidably caught up in cooperative contract. At the same time, this cooperation is sustained by economic factor that keeps the cooperative contract. This is referred to as monetary values attached to man's work which shapes the pattern of work. Yet people also work to meet the need for mental and physical fitness of their body. This is the psychological base that surrounds man in the industrial organization. On the whole, it appears from the foregoing that there is something that greases the wheel and shock absorber of work in every organization. This is called welfare package services that give reason to man's work. It is no doubt that there is instrumental reason sustaining man's engagement in organization. The idea is that as people exert their effort to getting things done in organization, they also expect in equal proportion welfare services that may compensate for efforts exerted (YeSufu, 1962; Fashoyin, 1982; Ordia, 1989).

It follows from above that welfare package represents a factor that makes commitment to work continuum in every organization. However, despite the importance of welfare package, many organisations take it for granted. It is true that while the policies adopted by some organisations favoured profit-oriented phenomenon rather than employee-centred, only few paid attention to the services of their workers. This suggested the reason for differences in the level of employee motivation between organisations. It is no gain say the fact that welfare package available to workers directs their level of motivation and job commitment. This means when workers see reason for their work in terms of monetary and non monetary values, they tend to produce more and want to retain their jobs (Micah and Owumi, 2009). In the otherwise, welfare package that motivates workers to productivity may differ between categories of workers e.g. professional, managerial, skilled and unskilled workers. This means, the task of any organisation willing to provide welfare services must vary it to meet the need of every employee. This is because what is assumed to be central and primary factor of motivation (salaries) may yield little or no satisfaction to some workers. Yet to achieve this task is rigorous because such welfare package needs regular review on regular interval. This is to meet industry standard in the competitive labour market. The above issues are the main focus in this study.

### OBJECTIVES OF THE STUDY

study specifically addresses the following research objectives. To:

1. Identify types of welfare package and their level of motivation.
2. Examine categories of employees and their motivation factors.

### LITERATURE REVIEW AND THEORETICAL FRAMEWORK

The idea of welfare varies significantly among scholars. Ajileye (1992) upheld that staff welfare scheme is generally a pack of welfare packages which shows an organizations concern for the whole quality of working life of its employees well-being". Bottomley (1987) on the other hand defined staff welfare schemes as "the best ways which identification with a company can be achieved by an employee and his family and such welfare facilities are normally well accepted. Anjorin (1992) sees compensation as direct and indirect momentary and non-momentary rewards. The direct compensation includes basic pay welfare packages while the indirect compensation entails benefits in kind or cash. Other scholars have further this concept. Nwachukwu (1981) defined it as "additional entitlement given to employee by management to supplement their wages" French and Sawaro (1986) defined it as something of values, apart from argued regular monetary of payments of salaries and wages given by an employer to employee". In this light, workers welfare scheme may include the following: staff clubs, canteen facilities, company products, end of year parties for workers, scholarship for workers children, medical facilities, transport facilities, etc. A pertinent question that comes to one's mind is that employers do make provision for welfare packages for workers inspite of the agreed wages they receive receive.

Zollitech (1970) provides an answer. He asserted that welfare package schemes are expected to achieve some purposes. They are to: attract and hold employees; assist employees in meeting their needs better; prevent unionism; help the organization keep pace with competition; assist in lowering unit cost of production; fulfill requirement by government; improve morale; improve employee's security; and blunt the sharp edges of managerial autocracy. Zollitech concluded by saying that the aim behind these schemes is that they are expected to have a positive effect on motivation and productively. Employee's welfare package programmes have grown tremendously in recent years. In the words of Udoji (1995) "the provision of welfare benefits is increasing being accepted as part of the total compensation packages in both the private and public sector of economy. A conservative estimate puts the monetary cost of workers welfare at one-quarter of total pay will cost. On the part of Nwechuku (1981), he estimated that major organizations spend for 20 to 30 percent of their total package on workers welfare package. Ejiofor (1997) had estimated the cost of welfare package programmes for civil servants at about three times their normal salary. Filipino (1971) adduced six reasons for the growth of employee welfare package programmes. These are: trade Union demands; changed employee attitudes; government requirements; competition with other employers; periodic wages control which freeze but permit the offering of service as substitutes for wages; and high company income tax, since some of the fringes is tax deductible items.

Ubeku (1975), added a seventy reasons pointing out that "in a country (like Nigeria) where the agreement has not been able to undertake its duty towards the welfare of its citizens, the tendency is for the industrial and commercial organizations to identify themselves very seriously with the problems of the community and assume some of the responsibilities which otherwise would be by the government. From the foregoing, it had been revealed that the main aim of employee welfare production processes rely and depend on human skill knowledge, time and effort, consideration for employee welfare becomes imperative. This is why Bernad (1951), accorded due recognition to the needs of employee when he wrote; The ultimate test of organization success is its ability to create values sufficient to compensate for the burdens imposed upon resources contributors.

In addition, the above also becomes informative when he realize that the real need for welfare services is to improve the quality of work life of the employees so that they can adequately contribute towards the achievement of organizational goals and objectives. According to labour Act, chapter 198, law of the federation of Nig act. There are provisions for protection of wages, contracts of employment & terms & condition of employment .Terms of conditions of employment special classes of workers and miscellaneous special provisions what are labour laws and their importance employment law is another name used for labour law. This law is used for the employee's benefits. It is the law which deals with the legal rights and limitation on working people and their organizations. There are two large classes of labour law. They are collective law and individual law. Collective labour law is made for the relationships between group of employs including employer, employee and union. Individual labour law is made for the employees rights who are at work and during the work contract. Labour law started because the workers

demand for suitable environment, right to organize and the instantaneous demands of employers to limit the powers of workers and to keep labour cost low, employer's cost can increase such as health and safety conditions, labour rights have been essential to the social & economic growth since the industrial revolution. Importance of labour law-Are the laws used to maintain and to safeguard the interest of the employees especially on legal rights. The importance is to maintain peace and harmony between the employers & the employees, to increase the productivity in the organization concern.

Adetona (2012) seeks improved welfare for police. He argued that if the police are not provided with good welfare packages, communication gadgets, sophisticated weapons as well as patrol vehicles, then we cannot expect much from them. Emeka Ihedioha 2012, launch Nigerian employees digital lights welfare scheme (NEDWS) A rich assemblage of leading lights from both public and private sectors in Abuja witnessed the launch of Nigerian employees payment scheme on information and communications technology equipment have appliances & other lifestyle products.

## THEORETICAL FRAMEWORK

The exchange theory adopted in this study revolved round the works of George Homans' and Peter Blau's. Homans' version of exchange theory lies in the explanation of elementary social behaviour in terms of rewards and costs. Homans was keen to show the link between Person and other in an exchange relation. The person-other relation was the example given to illustrate social exchange (Ritzer, 2008:418). This is better understood in the proposition advanced by the theorist. Homans in his success proposition stated:

For all actions taken by persons, the more often a particular action of a person is rewarded, the more likely the person is to perform the action (Homans, 1974)

This proposition means that a person is more likely to ask others for advice if he or she has been rewarded in the past with a useful advice. The more often a person received useful advice in the past, the more often he or she will request more advice. Similarly, the other person will be more willing to give advice and give it more frequently if he or she often has been rewarded with approval in the past (Ritzer, 2008).

The basic application of this theory is that employees occupy the position of *Person*, while organization can be seen as synonymous with *Other*. The employees seek to improve their working condition through improved welfare services that will bring job commitments and motivation and invariably leading productivity. The organization on the other hand is committed to making profit and continues survival through the effort of its employees. In this case, the success proposition of making available relatively competitive welfare services to employees will elicit the drive of motivation to achieve productivity. Similarly, the outward appearance of employees' motivation means that the organization will be committed to sustain the welfare services available, or otherwise in both cases.

Peter Blau's (1964) exchange theory was an understanding of social structure on the basis of an analysis of the social processes that govern the relations between individuals and groups. Blau's concept of social exchange is limited to actions that are contingent, that depend, on rewarding reactions from others i.e. actions that cease when expected reactions are not forthcoming (Blau, 2001). People are attracted to each other for a variety of reasons that induce them to establish social associations. Once initial ties are forged, the rewards that they provide to each other serve to maintain and enhance the bonds. The opposite situation is also possible—with insufficient rewards, an association will weaken or break. Rewards that are exchange can be either intrinsic (e.g. love, affection, respect) or extrinsic (e.g. money, physical labour). The parties cannot always reward each other equally, when there is inequality in the exchange, a difference of power will emerge within an association (Ritzer, 2008).

In understanding Blau's exchange model in the contest of the study means that welfare package in organization is a factor of social bond between the employee and organization. Welfare services in this case create positive association and interaction between parties existing in the organization, i.e. management and workers. The indication is that where employees receive expected outcome from their employment contract in the form of intrinsic and factors, they will maintain and enhance the social bond in the form of motivation and productivity. Also, the management is likely to reciprocate the action of its employees by providing competitive welfare services. The whole ideology is that Blau's theory attempted to account for factors and processes that either reinforce positive social interaction or otherwise cause breakdown in social bond.

## RESEARCH METHODOLOGY

### 1.1 RESEARCH DESIGN

The research design adopted for the study is descriptive and ex-post-facto designs. Descriptive design for the study combined quantitative and qualitative methods. Whereas, quantitative method gathered quantitative data, qualitative method collected qualitative data. Cross sectional design was further used to guide descriptive method. This is because data were collected at one point in time from the study location. Ex-post-facto design was adopted because as noted by Robson (1973) and Selty, Wrightman and cook (1976), the independent varieties (welfare schemes, monetary rewards, etc) had already existed while researcher only identified selected sample and gather

the data. The researcher has no direct control over variables. In other words, the selected variables of welfare packages were not controlled. Only inferences about the relationship were generated.

## POPULATION OF THE STUDY

The population of the study consisted of staff of Guinness Nigeria Plc Lagos state. The category of staff selected comprised management staff and non management staff. Management staffers in Guinness company plc are those employees that occupy the position of professional and managerial top levels and technical middle level. They are often the superior in charge of planning, coordinating, commanding and controlling. They ensure that duties and responsibilities of subordinates are effectively carried to achieve desired results. The non management staff in Guinness occupies position of skilled non manual and manual bottom level. They are subordinates under the control of managerial-professional staff. In Guinness Nigeria plc, statistics showed that skilled non manual and skilled manual constituted majority of employees. The population of staff in the study area was roughly put at one thousand five hundred staffers as at the time of this study (Guinness Nigeria record, 2012).

## SAMPLE SIZE AND SAMPLING PROCEDURE

The findings relied on the following formula for sample size as indicated in the work of Nachimias and Nachimias (1996).

$$SS = \frac{Z^2 [P (1-P)]}{D^2}$$

SS= sample size

Z= level of significance (1.96) at 95% confidence intervals

P= the estimated proportion of the factor to be studied (20% or 0.20)

D= sampling error that can be tolerated (0.02%)

Therefore:

$$\frac{1.96^2 [0.2(1-0.2)]}{0.02^2}$$

SS= 153.6

Approximate sample size= 150.

Therefore, the sample size used in this study was reduced to 150 respondents in the case of likely error.

Guinness Nigeria plc is structured along some major distinctive departments or sections. This is composed of production, quality assurance, marketing, accounting and record, and branding and promotion. The sampling procedure adopted was multi stage. This method comprised purposive, simple random (ballot), stratified sampling, systematic and quota sampling. On the use of purposive sampling, managerial and non managerial staffers were selected purposive in order to address the gap in knowledge in previous studies that have focused on the motivation of top level management and their labour turnover. Now this study will seek to identify differences in the motivation factors of managerial staff and skilled non manual and manual employees in Guinness Nigeria plc.

It is obvious that there are different units or departments in Guinness plc. At the same time, it would be very tasking for the researcher to cover all the units in the course of the study. In this wise, some few departments were selected randomly using simple random balloting method. This method involved picking at random in lottery selection process. Hence, three units were selected through ballot. These departments are production, quality assurance, marketing, and accounting and records. In this process, quota sampling was used to determine the number of sample or respondents selected from the identified locations. Statistics made available in the study location showed that each unit had approximately equal proportion of staff strength. The major reason for this is to ensure maximal performance and productivity across all departments. Hence, the sample size (150) was divided by quota for each unit. This means, 50 employees were selected from each target area.

Furthermore, stratified sampling was applied in the selection of Guinness staff. A stratified sampling selects respondent according to rank or status in the identified strata in accordance to specified percentage. Originally, employees in the study area occupied different position of ranks and statuses. There were professional/managerial employees, skilled non manual and skilled manual employees. These categories of employees varied in size and proportion in each units of the study area. The final composition of respondents took into consideration the proportionate distribution of categories of staff in the organization from where they were randomly selected in the staff register. Finally, physical contacts with respondents were achieved using a systematic sampling. This was used to identify respondents for the study. The technique is that target respondents were marked in the staff register and assigned positional status (e.g. every third or fourth) in each stratification. The respondents that fell into this category automatically became sample for the study. Systematic sampling was adopted in order to reduce tendency for bias and value in the study.

## METHOD AND INSTRUMENT OF DATA COLLECTION

The study adopted quantitative and qualitative methods of data collection. Quantitative method collected quantitative data that is generated in numeric and statistics. Qualitative method generated qualitative data in the form of prose, words or texts. The two methods were adopted in order to fulfill requirement for a descriptive study. Also, both quantitative and qualitative data served to complement information provided in the research.

The study adopted a triangulation of research instruments. This included questionnaire and interviews. The questionnaire was a structured type. It is classified into sub division. Section *A* deals with the socio-economic characteristics of the respondents. Section *B* asked questions on type of welfare packages and level of motivation among employees. Section *C* investigated categories of employees and the welfare services that motivate them. In addition, section *D* examined the role of performance evaluation in determining reward and motivation among employees. The last part in the questionnaire, section *E* solicited information on welfare packages that influence the performance of workers to productivity. The interview guide for this study was both structured and unstructured. The structured part asked question on the socio-economic characteristics of Guinness workers. The unstructured part otherwise in-depth interviews (IDIs) probed further information about the issue raised in the research objectives. On the whole, the two instruments generated useful information that served to complement each other.

### 3.6 METHOD OF DATA ANALYSIS

There are two methods of data analysis used in this study. They are quantitative and qualitative methods. Quantitative method deals with the use of descriptive statistics which comprised frequency, percentage, tables and cross tabulation, and chi square analysis. The quantitative method utilised both univariate and bivariate statistics. The qualitative method on the other hand utilised ethnographic summary and content analysis. This method is such that when qualitative data were collected, they were transcribed and sorted by objectives of the study. Information relevant to the study was retained and those outside of the scope of the research were set aside. Hence, occasional quotations of views and opinions of respondents were done either to support quantitative data or disprove some aspect of the data. Qualitative data were expressed as italics and in-text quotations. As the case may be, both quantitative and qualitative data were used to complement one another.

### 3.7 ETHICAL CONSIDERATION

The study was authorized by the department of sociology and anthropology of the Igbinedion University. Prior to collection of data for this study, a letter of approval was issued by the post graduate school of the university. Besides, in the study area, authorization for data collection was issued prior to data collection. Indeed, the authority of Guinness Nigeria plc scrutinised the research instruments to conform to approved ethical standard of the company. This process created some time lag in the study. In addition, participants for the study were made to realise that they could back out any time when they are no longer comfortable with the study. This method ensures that all responses collected were not under force or duress. This way, the data for the study were to the consent of the respondents in the study area.

## 4.0 PRESENTATION DATA AND ANALYSIS

### 4.1 SOCIO-ECONOMIC AND DEMOGRAPHIC CHARACTERISTICS

Socio-economic characteristics play important function in understanding the pattern of responses of any research participants. This is partly due to the fact that these characteristics determine the life chances available to individuals and so they shape pattern of responses to research questions. In this light, table 4.1.1 below shows socio-economic characteristics of respondents selected for this study. Findings showed that 63.3% of the respondents were male employees and 36.7% were female employees. The ages of respondents in the study organization showed that most workers (38.0%) were aged 31-35 years. Respondents who were aged 46-50 years represented the least proportion (5.3%). It may be inferred from the age distribution of respondents in the study organization that most employees were under ages forty years and below. This may help to explain factors that motivate such age groups to maximize their job commitment and productivity.

The marital status of respondents showed that 28.7% were single and 70.0% of the respondents were married. There were respondents (1.3%) who had divorced their spouses and perhaps lived as single parents. The distribution of the respondents by their academic qualifications showed that in the study organization, there were employees who had different categories of educational qualifications. This ranged from post graduate (10.0%) to B.sc (44.7%), HND (23.3%) and OND (10.7%). Other qualifications included NCE (4.0%), secondary school certificate (1.3%) and primary school certificate (3.3%). The findings also showed that there were employees (2.7%) that had no academic qualifications or formal education. This suggests that academic qualification is not necessarily the prerequisite for gaining employment in the study organization. Yet the level of individual education determines their job status and rank and by extension the level of income.

**TABLE 4.1.1:** Distribution of Respondents' View by Socio-economic Characteristics

Sex	Frequency	Percentage
Male	95	63.3
Female	55	36.7
<b>Total</b>	<b>150</b>	<b>100.0</b>
<b>Age range</b>		
21-25	15	10.0
26-30	16	10.7
31-35	57	38.0
36-40	30	20.0
41-45	24	16.0
46-45	8	5.3
	150	100.0
<b>Marital status</b>		
Single	45	28.7
Married	105	70.0
Divorced	2	1.3
	150	100.0
<b>Education</b>		
No education	4	2.7
Primary school	5	3.3
Secondary education	2	1.3
Diploma certificate	16	10.7
Tertiary education	123	82.0
	150	100.0
<b>Religious affiliation</b>		
African traditional religion	7	4.7
Islam	17	11.3
Christianity	126	84.0
	150	100.0
<b>Monthly income</b>		
Less than 10,000	2	1.3
10001-30000	4	2.7
30001-50000	6	4.0
50001-70000	12	8.0
70001-90000	28	18.7
90001-110000	29	19.3
110001 and above	69	46.0
	150	100.0
<b>Rank in the organization</b>		
Professional	23	15.3
Managerial	54	36.0
Skilled non manual	59	39.3
Skilled manual	12	8.0
unskilled	2	1.3
	150	100.0
<b>Ethnic origin</b>		
Yoruba	77	51.3
Hausa	7	4.7

Igbo	39	26.0
Other ethnic group	27	18.0
Total	150	100.0

Source: Field Survey, 2013

On the religious affiliations of respondents in the study organization, findings showed that 4.7% worshipped traditional religion and 11.3% of the respondents were Muslims. Also, about 84.0% of the respondents were Christians. As the case may be, it is obvious that every employee in the study organisation observed one religion or the other. This statement of fact attested to the position that Nigerians are very religious, the reason that account for wide proliferation of churches and mosques across the nooks and crannies of our society (Akindele, 2002). The distribution of income among the respondents in the study organisation showed that most employees (46.0%) had a monthly income of about #110,001 and above. Only 1.3% of the respondents had less than #10,000 monthly incomes. It may be inferred from the figure above that more than three quarter of the employees in the study organisation lived above the poverty line of one Dollar per day (World Bank, 2011). This further suggests that employees in the Nigeria Guinness were relatively motivated in their salary packages. Furthermore, findings showed that employees in the study organisation were grouped into ranks and hierarchies. This ranged from professional (15.3%) to managerial (36.0%) and skilled non manual employees (39.3%). Others included skilled manual (8.0%) and unskilled (1.3%). Finally in this analysis of socio-economic characteristics, findings showed that about 51.3% of the respondents had ethnic affiliation of

Yoruba origins. At least 4.7% of the respondents were Hausa ethnic origins and 26.0% were Igbo origins. Other ethnic groupings represented 18.0% in the organisation. This latter proportion combined people from Ijaw, Ibibio, Tiv, Kanuri, Nupe and Igala to mention a few. The indication from this finding is that the study organisation did not discriminate along ethnic divide or religious affiliations. Again, it is obvious that Yoruba ethnic group constituted the highest number of respondents. This is not unconnected with the fact that study organisation was located in Lagos which represents one of the major cities of Yoruba ethnic grouping.

#### 4.2 WELFARE PACKAGES AND LEVEL OF MOTIVATION

Welfare package is any monetary or non monetary benefits that accrue to employees as a way of compensation for effort and contribution to organizational productivity. Previous findings have shown that when workers are remunerated and appreciated in similar proportion to their effort, they tend to reserve extra energies to do more and commit to organizational goals. This section of the findings investigated the role of welfare packages in determining motivation to work among employees in the study organisation.

TABLE 4.2.1: Distribution of Respondents' Views by Welfare Packages and Level of Motivation

Free education for staff children	Frequency	Percentage
Not available	129	86.0
Available	21	14.0
Total	150	100.0
<b>Free medical health care for staff</b>		
Not available	12	8.0
Available	138	92.0
<b>Free medical health care for staff family</b>	13	8.7
	137	91.3
	150	100.0
Not available	36	24.0
Available	114	76.0
	150	100.0
<b>Access to car loan</b>		
Not available	121	80.7
Available	29	19.3
	150	100.0
<b>Staff housing</b>		
Not available	121	80.7
Available	29	19.3
	150	100.0
<b>Off-the job training</b>		
Not available	14	9.3
Available	136	90.7
	150	100.0
<b>On the job training</b>		
Not available	16	10.7
Available	134	89.3
	150	100.0
Bonus for job performance		
Not available	20	13.3
Available	130	86.7
	150	100.0
<b>Access to welfare packages</b>		
Welfare services are available	138	92.0
Welfare services are not available	12	8.0
	150	100.0
<b>Level of motivation</b>		
High	74	49.3
Moderate	60	40.0
Low	16	10.7
	150	100.0
<b>Level of motivation to job due to access to car loan</b>		
High	70	46.7
Moderate	37	24.7
Low	43	28.7
	150	100.0
<b>Level of motivation to job due to on-the -job training</b>		
High	123	82.0
Moderate	18	12.0
Low	9	6.0
	150	100.0
<b>Level of job motivation due to bonus received for job performance</b>		
High	128	85.3
Moderate	15	10.0
Low	7	4.7
	150	100.0
<b>Non monetary welfare packages are important to job performance and motivation</b>		
The welfare services are valuable	136	90.7
Indifferent	13	8.7
The welfare services not valuable	1	0.7
Total	150	100.0

Source: Field Survey, 2013

The results in the table 4.2.1 provided information on the structure of welfare packages in the study area. Findings showed that 14.0% of the respondents said their organisation offered free educational facilities to their children as a way of motivation in their job and commitment to organizational goals. On the other hand 86.0% of the employees had no access to such welfare package. In another point of view, 92.0% of the respondents in the study organisation affirmed that there were free medical health services in their organisation. At least 8.0% of the respondents said such welfare package was not available. There were 76.0% of the respondents that had access to car loan, while 24.0% affirmed that such package was unavailable to them. Access to staff housing or quarters among employees in the study organisation showed that 19.3% said their organisation afforded them such welfare package. About 80.7% of the respondents did not have access to staff quarters or housing unit. Similarly, 90.7% of the respondents have had opportunities to off the job training, while 9.3% said they have never enjoyed such opportunities since joining their organisation. The opportunities to on the job training among employees showed that 89.3% of the respondents had access to the welfare package, while 10.7% posited that they had no access. Bonus for job performance was available to 86.7% of the respondents, while 13.3% had never received such package in the course of their job.

On the whole, when respondents in the study organisation were asked to indicate their overall access to welfare packages mentioned in the forehand, 92.0% said they had access to welfare packages. Only few respondents (8.0%) showed that none of the welfare packages stated was available to them. Many inferences can be derived from the findings above. In the first point, it can be stated that most employees in the study area had access to welfare packages which could be vital to job motivation. Since the organisation ensured that there is mutual relationship between itself and its employees i.e. employee-centred, there is tendency for job commitment and desire for job retention in the organisation. As a result, 49.3% of the respondents said their level of motivation to work was high and only 10.7% reported low motivation in the organisation. When respondents were asked to rate their level of motivation consequent upon their access to car loan, 46.7% indicated high level, 24.7% moderate and 28.7% rated a low level of motivation. In the same vein, 82.0% of the respondents would rate the level of their motivation high when they have access to training on the job. Only 6.0% of the respondents rated motivation as low they have access to training on the job. Yet 85.3% of the respondents rated their motivation as high when they have access to bonus for

job performance. In the same rate, 4.7% of the respondents perceived a low motivation level when they have access to bonus for job performance.

Hence, some inferences can also be drawn from the above findings. Although the welfare packages identified in the study organization determined the level of motivation for employees, it is nevertheless not certain to assume that all employees will be motivated in the same direction. It may be possible that when some employees have access to welfare packages, their level of motivation to work remains constant. In some extreme cases, motivation for such employees may decline despite available welfare packages. This position is pictured from the perception of an employee in the study area who said:

*I don't like the way things are happening in my department. I have worked with my boss for more than five now. Yet this man will not allow you to use your common initiative to get task executed even when there is no need for superior advice. He always wants subordinates to keep strictly to his guideline for job execution. The man is not friendly. He is not a good manger. I am pissed off in this department on daily basis (IDI/male respondent/Guinness Nigeria/Lagos/2013)*

It follows from the above assertion that motivation cannot be exclusively explained on the basis of welfare stimuli especially monetary factors. Rather motivation is a multidimensional concept that encompasses both extrinsic and intrinsic aspects of job. This explains the reason that 90.7% of the respondents will agree that non monetary welfare packages are important to job performance and motivation. This factor may be associated with use of initiative allowed for subordinate to express their competence on the job.

#### 4.3 CATEGORIES OF EMPLOYEES AND THEIR MOTIVATION FACTORS

Every organization is structured along pattern and hierarchy of employees. In this way, official duties and responsibilities are distributed effectively to achieve attainment of organizational goals. It follows that organizations established to reflect bureaucratic structure will compose of individuals of different hierarchies in their job placements. At the same time, the organizational participants tend to differ in their sources of motivation and factors that may keep them remain in the organization. In the light of the above position, the tables in this section provide information on categories of employees and their sources of job motivation.

**TABLE 4.3.1:** Distribution of Respondents' Views by Salary welfare package as source of motivation

Salary packages are most important aspect of motivation	Categories of employees				Total
	Professionals	Managerial	Skilled non manual	Skilled manual	
The welfare service is valuable	19 (82.6%)	44 (81.5%)	55 (93.2%)	8 (57.1)	126 (84.0%)
The welfare service is not valuable	4 (17.4%)	10 (18.5%)	4 (6.8%)	6 (42.9)	24(16.0%)
Total	23 (15.3%)	54 (36.0%)	59 (39.3%)	14 (9.3%)	150
Calculated chi square= 14.7, p value=0.005, df= 4					

**Source: Field Survey, 2013**

Results in the table above showed that all categories of employees expressed motivation to job when they have access to improved level of salaries. It is obvious that employees who occupied ranks of professionals (82.6%), managerial (81.5%) and skilled non manual (93.2%) expressed deep feelings of motivation to work as a result of their salaries packages. Although, the skilled workers were also motivated by their salary packages, it is

nevertheless as strong as the feelings expressed by employees in the higher ranks. Notwithstanding the variation of motivation observed, it can be inferred that salary remuneration is an important aspect of job commitment and motivation to work. This is pictured from the chi square analysis in the table. This shows an association between monetary packages and employee motivation.

**TABLE 4.3.2:** Distribution of Respondents' Views by Access to Car Loan and the Level of Motivation

Level of motivation to work due to access to car loan	Categories of employees				Total
	Professionals	Managerial	Skilled non manual	Skilled manual	
High	21(91.3%)	48 (88.9)	55(93.2)	11 (78.6)	126 (84.0%)
Moderate	2 (8.6%)	6 (11.1)	4 (6.8)	0 (0.0%)	12 (8.0%)
Low	0 (0.0%)	0 (0.0%)	0 (0.0%)	3 (21.4)	3 (2.0%)
Total	23 (15.3%)	54 (36.0)	59 (39.0%)	14 (9.3)	150 (100.0)
Calculated chi square= 36.79, p value=0.000, df= 8					

**Source: Field Survey, 2013**

The presentation in the table 4.3.2 showed that when employees have access to car loan in their organization, they tend to be committed to organizational goals. In this wise findings showed that 91.3% of the respondents in professional rank expressed feelings of motivation to job when they had access to car loan. Similarly, employees that occupied managerial (88.9%), skilled non manual (93.2%) and skilled manual (78.6%) expressed strong feelings of motivation to job when they had access to car loan. It follows that there is an association between loan facilities endeared to employees and their motivation to work. This conclusion is buttressed when an employee said:

*I have collected two different loans in this organization. I used the first loan to purchase my car. The second loan was used to purchase a landed*

*property. I am happy with the way we repay our loans in this organization. It is very convenient. This is one of the reasons for my happiness working in this organization (IDI/Guinness employee/Lagos/2013).*

Also, it may be inferred that employees access to loan in any industrial organization is a way of expressing organization concern to accommodate the interest and needs of their employees. This helps to understand the organization as a social system in which all parts function to keep the stability of the whole (Parsons, 1990).

**TABLE 4.3.3:** Distribution of Respondents' Views by Access to Annual Leave and Job Motivation

Access to annual leave is a source of motivation	Categories of employees				Total
	Professionals	Managerial	Skilled non manual	Skilled manual	
The welfare service is important to motivation	21 (91.3%)	47 (87.0)	55 (93.2%)	5 (35.7%)	126 (84.0%)
The welfare service is not important to motivation	2 (8.7%)	7 (13.0)	4 (6.8%)	9 (64.3%)	24 (16.0%)
Total	23 (15.3)	54 (36.0%)	59 (39.3)	14 (9.3%)	150 (100.0%)
Calculated chi square= 38.95, p value=0.000, df= 4					

*Source: Field Survey, 2013*

In the presentation of findings above, it may be stated that when employees have access to annual leave which accompanied with it full remuneration of salaries and other benefits, they tend to remain focus and committed to organizational goals and objectives. In this case, 91.3%, 87.0% and 93.2% respectively of the professional, managerial and skilled non manual employees expressed motivation to work consequent upon their access to leave. In the case of the skilled workers, only 35.7% expressed feelings of motivation to

work. This means they are lowest on the scale of factor under consideration i.e. leave. This might have accounted for the reason they expressed low motivation when they were asked to give their perception of leave allowance in the organisation. In other words, it may be pointed that most skilled workers do not have access to leave allowance in the study organisation, a factor that may negatively alter their job commitment.

**TABLE 4.3.4:** Distribution of Respondents' Views by Access to Bonus for Job Performance and Level of Job Motivation

Level of motivation to work due to access to bonus for job performance	Categories of employees				Total
	Professionals	Managerial	Skilled non manual	Skilled manual	
High	17 (73.9%)	48 (88.9%)	58 (98.3%)	11 (78.6)	134 (89.3%)
Moderate	4 (17.4%)	6 (11.1%)	1 (1.7%)	0 (0.0%)	11 (7.3%)
Low	2 (8.7%)	0 (0.0%)	0 (0.0%)	3 (21.4)	5 (3.3%)
Total	23 (15.3%)	54 (36.0%)	59 (39.3%)	14 (9.3%)	150
Calculated chi square= 34.79, p value=0.00, df= 8					

*Source: Field Survey, 2013*

Access to bonus for job performance in the study organisation showed that all categories of employees were highly motivated when they received the welfare package. In this wise, 73.9% and 88.9% respectively of the professional and managerial employees expressed high level of motivation to work when they had bonus for their job performance. Also skilled non manual (98.3%) and skilled manual employees (78.6%) expressed high level of motivation to work when they were given bonuses for job performance. According to the view point of a respondent:

*At the end of every year the most outstanding workers are rewarded in monetary and non monetary gifts. This used to put challenge to everyone to work harder and receive such wonderful gifts. It is a source of energy to remain committed in the job (IDI/Guinness Nigeria/Lagos/2013).*

Hence, it may be inferred that there is an association between access to bonus for job performance and motivation to work. This is overtly expressed by all categories of employees.

**TABLE 4.3.5:** Distribution of Respondents' Views by Access to Housing Allowance and Job Motivation

Access to housing allowances as source of motivation	Categories of employees				Total
	Professionals	Managerial	Skilled non manual	Skilled manual	
The welfare service is important to motivation	19 (82.6%)	49 (90.7)	51 (86.4%)	8 (57.1%)	126 (84.0%)
The welfare service is not important to motivation	4 (17.4)	5 (9.3%)	8 (13.6%)	6 (42.9)	24 (16.0%)
Total	23 (15.3%)	54 (36.0%)	59 (39.3)	14 (9.3%)	150
Calculated chi square=13.22, p value=0.010, df= 4					

*Source: Field Survey, 2013*

**TABLE 4.3.6:** Distribution of Respondents' Views by Access to Transport Allowances and Job Motivation

Access to transport allowances as source of motivation	Categories of employees				Total
	Professionals	Managerial	Skilled non manual	Skilled manual	
The welfare service is important to motivation	12 (52.2%)	31 (57.4%)	22 (37.3%)	8 (57.1%)	126 (84.0%)
The welfare is not important to motivation.	11 (47.8)	23 (42.6)	37 (62.7)	6 (42.9)	24 (16.0%)
Total	23 (15.3%)	54 (36.0%)	59 (39.3%)	14 (9.3%)	150 (100.0%)
Calculated chi square=6.94, p value=0.13, df= 4					

*Source: Field Survey, 2013*

The results presented in the tables 4.3.5 and 4.3.6 showed the association between employee motivation to work and access to housing and transport allowances. The analysis of housing allowances accessed to the employees showed that 82.6% of the professional workers would be motivated, while 90.7% of the managerial workers also expressed perception of motivation. In the similar vein, 86.4% of the skilled non manual and 57.1% of the skilled manual employees expressed perception of motivation to work. Yet the skilled manual employees appeared lowest in the expression of motivation and job commitment when they were asked to give their views on the access to housing allowances. The implication is that many skilled workers in the study area did not have access to housing allowances. This may affect motivation to

work, especially where the findings have shown that there is an association between housing allowances and motivation to work.

On the other hand, transport allowances are also important in the consideration of motivation to work. Findings provided that only few employees at the level of professional (52.2%), managerial (57.4%), skilled non manual (37.3%) and skilled manual (57.1%) had access to transport allowances. This otherwise suggests that motivation to work at this level was low among the employees in the study organisation. This is inferred from the test of association between transport allowances and motivation among employees. Since there were no adequate transports facilities provided, workers tend to remain constant or static in their motivation.

**TABLE 4.3.7:** Distribution of Respondents' Views by Access to Overtime Allowances and Job Motivation

Access to overtime allowances as source of motivation	Categories of employees				Total
	Professionals	Managerial	Skilled non manual	Skilled manual	
The welfare service is important to motivation	19 (82.6%)	53 (98.1)	50 (84.7%)	3 (21.4%)	126 (84.0%)
The welfare service is not important to motivation	4 (17.4%)	1 (1.9%)	9 (15.3%)	11 (78.6%)	24 (16.0%)
Total	23 (15.3%)	54 (36.0%)	59 (39.3%)	14 (9.3%)	150 (100.0%)
Calculated chi square=48.02, p value=0.000, df= 4					

*Source: Field Survey, 2013*

**TABLE 4.3.8:** Distribution of Respondents' Views by Access to Medical Allowances and Job Motivation

Access to medical allowances as source of motivation	Categories of employees				Total
	Professionals	Managerial	Skilled non manual	Skilled manual	
The welfare service is important motivation	14 (60.9%)	32 (59.3%)	44 (74.6%)	3 (21.4%)	126 (84.0%)
The welfare service is not important to motivation	9 (39.1%)	22 (40.7%)	15 (25.4%)	11 (78.6%)	24 (16.0%)
Total	23 (15.3%)	54 (36.0%)	59 (39.3%)	14 (9.3%)	150 (100.0%)

Calculated chi square=8.06, p value=0.089, df= 4

Source: Field Survey, 2013

**TABLE 4.3.9:** Distribution of Respondents' Views by Access to Insurance Benefits and Job Motivation

Access to insurance benefits as source of motivation	Categories of employees				Total
	Professionals	Managerial	Skilled non manual	Skilled manual	
The welfare service is important to motivation	19 (82.6%)	44 (81.5%)	28 (47.5%)	3 (21.4%)	126 (84.6%)
The welfare service is not important to motivation	4 (17.4%)	10 (18.5%)	31 (52.5%)	11 (78.6%)	24 (16.0%)
Total	23 (15.3%)	54 (36.0%)	59 (39.3%)	14 (9.3%)	150 (100.0%)

Calculated chi square=28.54, p value=0.000, df= 4

**TABLE 4.3.10:** Distribution of Respondents' Views by Level of Job Motivation

Level of job motivation	Categories of employees				Total
	Professionals	Managerial	Skilled non manual	Skilled manual	
High	16 (69.6%)	48 (88.9)	53 (89.8%)	11 (78.6%)	128 (85.3%)
Moderate	0 (0.0%)	2 (3.7%)	2 (3.4%)	0 (0.0%)	4 (2.7%)
Low	7 (30.4%)	4 (7.4%)	4 (6.85)	3 (21.4%)	15 (10.0%)
Total	23 (15.3%)	54 (36.0%)	59 (39.3%)	14 (9.3%)	150

Calculated chi square= 34.79, p value=0.000, df= 8

Source: Field Survey, 2013

The findings in the tables 4.3.7; 4.3.8; and 4.3.9 showed welfare packages of overtime allowances, medical allowances and insurance benefits and how they influence employees' motivations. On the overtime allowances, findings showed that 82.6% of the professional employees expressed motivation to their work when they received allowances for overtime work. About 98.1% of the managerial staffers were also motivated for such allowances, while 84.7% of the skilled non manual employees expressed motivation in the same rate. However, skilled manual workers (21.4%) were the lowest when they were asked to express their feelings of motivation to work on the basis of overtime allowances. Nevertheless findings have shown that overtime allowances can positively influence motivation to works. This lies in the association between motivation and overtime allowances.

Furthermore, when respondents were asked to give their views of medical allowances in the organization, 60.9% of the professional employees said they had access and this constituted a source of their motivation to work. In the same way, 59.3% of the managerial and 74.6% of the skilled non manual employees had access to medical allowances. Again this constituted sources of motivation to managerial and skilled non manual workers. Only 21.4% of the skilled manual employees had access to medical allowances. In the test of association, findings showed that medical allowances can determine motivation of workers to their job commitment and productivity. It is found that access to medical allowances in the study organization was not widespread. This accounted for perceived low motivation in the aspect of medical services when respondents were asked to give their views.

Employees' access to insurance benefits in the study organization played key role in determining motivation to work. In this line, 82.6% of the professional employees had benefitted from insurance scheme in the study area. About 81.5% of the managerial staff had accessed insurance scheme, while 47.5% of the skilled non manual had also accessed insurance scheme. Only 21.4% of the skilled manual employees had access to insurance scheme in the study organization. In this way, it may be stated that top level employees i.e. professional and managerial ranks benefitted significantly from insurance schemes in the study area. Although, access to insurance scheme significantly determines motivation, it is nevertheless mostly accessible to top level employees in the study area.

On the whole, the respondents were asked to rate their level of motivation on the overall welfare packages identified in the forehand. Findings showed that 69.6% of the professional employees rated their motivation in the study organization as high. About 88.9% and 89.8% respectively of the managerial and skilled manual employees said their motivation is high in the organization. At least 78.6% of the skilled manual employees rated as high their motivation

to work in the study areas. Overall, 85.3% of the respondents rated their motivation as high in the study organization. In this way, a female respondent was emphatic when she said:

*This organization has really put in place many factors that will encourage employees job commitment. There are opportunities for self actualization and self esteem. Workers are given opportunities to training on the job and off the job as the case may be. We have some of our staff members who have travelled to America and Britain for training. There are still opportunities for more staff members to benefits from internationally competitive environment of work. We stand by our words. We empower our workers and we give them good reason for their existence in the organization (IDI/Respondent/Guinness Nigeria/Lagos/2013)*

The position maintained in the above view may have accounted for high level of motivation in the study organization. This may be vital to explain productivity in an organization.

#### CONCLUSION AND RECOMMEDATIONS

This study showed that welfare package remains the inevitable factor that energizes workers to organizational goal and job commitment. It further revealed that employees are not the same on welfares services. In this line, the following recommendations are identified.

1. There are different welfare packages that can motivate employees to remain focus and motivated to organizational goals. These welfare packages cut across tangible and intangible variables. Although the tangible factors of monetary packages remain a major source of high motivation among employees, yet those non monetary factors are vital prerequisites that keep the motivation steady. It is recommended that industrial organization should ensure availability of non monetary factors and incorporate them into their policies of welfare packages. These factors need to be reviewed at regular interval to ensure their viability.
2. It is found that most skilled manual workers do not have access to some vital welfare packages in the study organization. This affected their motivation to work in some relevant degrees. Yet this category of employees does most of the production works. It is recommended that the interests of skilled manual workers should be adequately covered in the welfare policies. This may enhance maximal job commitment and productivity.

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