

EFFECTS OF WELFARE ON EMPLOYEES COMMITMENT IN PUBLIC SERVICE ORGANISATION: A CASE STUDY OF NESREA SOUTH WEST ZONE, NIGERIA

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ABSTRACT: *The welfare of employees is a fundamental aspect of human resource management as it is vital to influencing commitment to the actualization of goal in both private and public service organizations. Literature reviewed showed that researches largely focus on private organizations. This study is on the effects of welfare on employee commitment in a public service organization with focus on the National Environmental Standards and Regulations Enforcement Agency (NESREA) South West Zone, Nigeria. The social exchange theory underpins this study. 154 sample size was drawn using stratified sampling technique and a structured five-point Likert rating scale questionnaire was administered to gather responses. The data gathered was analysed using E-Views statistical package. The survey and exploratory research design was largely adopted. The outcome of the study shows that even though there are spelt out welfare packages in Public Service Rule (PSR) for all Federal Civil Service workers in Nigeria', employees of the NESREA South West Zone do not enjoy these privileges at the same time; at various times employee members have benefited. It was equally revealed that some welfare were denied members of the employees, but not sufficient to affect their commitment. Although, study further shows employees strongly agreed that welfare has significant effect on employees' commitment. This paper recommends among others that to fully motivate and secure employees' commitment in NESREA, welfare stipulated in PSR need to be duly implemented to drive genuine commitment, loyalty and honesty towards improved performance.*

KEYWORDS: commitment, employees, public service, social exchange and welfare provision.

INTRODUCTION

The welfare of employees is a fundamental aspect of human resource management (HRM) as it is vital to influencing commitment to the actualization of goal in both private and public service organizations. Marzullo (2018) confirms that committed employees are an asset to an organization as they are supportive and more productive than non-committed employees. Simiyu et al (2009)

pointed out that employee's commitment is paramount, since it is due to high commitment of employees that HRM of any organization could achieve positive results, in terms of increased effectiveness, while low employees commitment could leads to poor functioning of the entire organization.

There is no doubt that employees will commit their strengths and talents to utilizing available resources toward the actualization of the organization goal, if employees are not denied their expected welfare package or facilities. However, Udofia (2012) wrote, there have been great expectations at all levels, that employees welfare be taken seriously in other to enhance employees commitment, but in reality, meeting or satisfying employees welfare in public service organizations in Nigeria appears to remain a mere rhetoric or a theoretical deliberation that is yet to receive adequate attention. Particularly, the Nigeria's situation since independence in 1960 showed that no matter how a country is richly blessed in natural resources, that country will remain a sleeping giant until it effectively manage, develop and mobilize human resources toward actualization of National Developmental Goals (NDGs). In this sense, Maugo (2013) stresses that organizations are reliant upon their human resources to survive and thrive.

Hence, the need for an indebt examination of employees welfare and how it affect employees commitment in public service organizations (PSOs) in the country and to proffer solutions. Primarily, therefore, this study examines the effect of welfare on employees' commitment in National Environmental Standards and Regulations Enforcement Agency (NESREA) South West Geopolitical Zone of Nigeria. NESREA is a federal public service organization, a parastatal of the Federal Ministry of Environment, established by the National Environmental Standards and Regulations Enforcement Agency Act 25, 2007. The Agency is charged with the responsibility of enforcing all environmental laws, guidelines, policies, standards and regulations in Nigeria. It also enforces compliance with provisions of international agreements, protocols, conventions and treaties on the environment (Ladan, 2012).

The welfare of the employees of NESREA is paramount for committed to the mandate and not compromise standards and workplace ethics. Thus, what are the various welfare packages enjoyable or payable to the employees of NESREA South West Geopolitical Zone offices in Nigeria as stipulated in Public Service Rule (PSR)? To what extent are the employees of NESREA South West Geopolitical Zone privilege to enjoy their welfare packages as stipulated in Public Service Rule (PSR)? To what extent does welfare package affect employees' commitment in NESREA South West Geopolitical Zone of Nigeria?

CONCEPTUAL CLARIFICATION

The Concept of Public Service Organization

There is no universal definition of Public Service Organization (PSO), due to differences in its concept and scope from country to country. In Nigeria, public service organizations (PSOs) are mandatory institutions under the Constitution of the Federal Republic (CFR, 2011) as amended, Chapter VI: Executive, Part 1 (D) and Part II (C) provides for a public service at the federal and state levels of government. The PSO in Nigeria is made up of the following: (1) The Civil Service, which is often referred to as the core service and is composed of line ministries and extra-ministerial agencies; and (2) The public bureaucracy, which is composed of the enlarged public service, including the following: (a) Services of the state and national assembly; (b) The judiciary; (c) The armed forces; (d) The police and other security agencies; (e) Paramilitary services (immigration, customs, prisons, etc.); (f) 'Parastatals' and agencies including social service, commercially oriented agencies, regulatory agencies, educational institutions and research institutes. Generally, Olufemi (2015) clarifies that PSOs are built up to execute the policy of the legislature so as to empower the administration to achieve its political, financial and social objectives. In the process of the public servants performing this executive function, they are expected to be efficient and effective. Their performance which is expressed in terms of quantity of goods and services goes a long way to determining the economic growth and development of the country. In public organizations, the civil servants or public servants are the employees, while government is their employer.

The Concept of Employees' Welfare

The concept of employees welfare is conceived by Grimsley (2018) as people who are been managed by the Human Resource Management (HRM) of any organization, be it private or public, in order to achieve set goals. According to Employment New Zealand (ENZ, 2018), *employees* are people who have agreed to be employed to work for some form of payment under a contract of service. Payment under a contract of service can include wages, salary, commission and piece rates. According to Human Resource Management Practice Guide (HRMPG, 2018) and Projects4MBA (2018), *welfare* can be defined as the efforts to make life worth living for employees. It is including various services, benefits and facilities offered to employees by the employers. Through such generous fringe benefits the employer makes life worth living for employees." Employees' welfare includes *anything that is done for the comfort and improvement of employees* and is provided over and above the wages. Employees' welfare helps in keeping the morale and motivation of the employees high so as to retain the employees for longer duration. The welfare measures are not only in monetary terms but in any kind or forms. Employees' welfare

include: monitoring of working conditions, provision or creation of healthcare infrastructure, insurance against disease, accident for the workers and their families. As Ijeoma (2018) have it to say, employees now associate good employer and jobs as those that promote steady job, give them high wages, salary, bonuses and promote decent conditions, provides opportunity for generous welfare/benefits. That if denied employees, is likely to have negative effect on their commitment to duty.

The Concept of Employees' Commitment

As Marzullo (2018) puts it, employee commitment is refers to how devoted employees are in the service of their organization; the bond employees have with their organization or the attitude of aligning with the objectives and values of the organization. In a more elaborate sense, Meyer and Allen, Wiener, Scholl, Glisson & Durick, O'Reilly & Caldwell, Rhodes & Steers cited in Coetzee (2005) wrote that commitment reflects at least three general themes which align which reflect the context of this study: affective attachment to the organization, the perceived costs associated with leaving it and the obligation to remain with it. These three approaches are referred to as *affective*, *continuance* and *normative* commitment. The *affective commitment* as Igella (2014) cited from Wang, refers to the employees' emotional attachment to, identification with, and involvement in the organization. It is believed that in ongoing employment relationships, a high level of affective commitment has been found to be related to low employee turnover, low absenteeism and improved job performance hence employees with a strong affective commitment continue employment with the organization because they want to do so. *Continuance commitment* refers to an awareness of the costs associated with leaving the organization. The potential costs of leaving an organization include the threat of wasting the time and effort spent acquiring nontransferable skills, losing attractive benefits, giving up seniority-based privileges, or having to uproot family and disrupt personal relationships. Apart from the costs involved in leaving the organization, continuance commitment will also develop as a function of a lack of alternative employment opportunities. Zeb-Obipi and Agada (2017) quoting from Meyer and Allen; Chun-Chen and Ching-Sing *Normative commitment* is the attachment an employee feels for an organization to remain with the organization as a responsive appreciation of benefits enjoyed by the employee in the organization. This type of commitment typifies a feeling of indebtedness towards an organization considering what the organization has given to the employee. It can also be described as a reciprocal commitment. Hence, normative commitment may be rooted in feelings of indebtedness toward an organization for its supply of certain benefits, for example: tuition reimbursement or in-house training. The feelings of obligation may continue until the employees feel that they have "paid back" the debt. The normatively committed employee feels thankful for the benefits offered by the organization such that he feels duty bound to continue working for the

organization. To, normative commitment reflects a feeling of obligation to continue employment as employees feel they ‘ought’ to remain with the organization.

THEORETICAL UNDERPINNING

The social exchange theory is relevant in understanding effect of employee welfare on employees' commitment. Maugo (2013) citing from Curry and Crede (2005), postulated that the social exchange theory is grounded in an economic model of human behaviour whereby interactional processes between individuals are persuaded by a desire to increase rewards and decrease losses. Those relationships that provide more rewards and diminish costs earn enduring reciprocal trust and attraction. That for instance, if employees are more efficient and effective in executing assigned duties they cut costs of not being productive and employers that are generous in rewarding and supporting their employees eliminate poor performance as a result of dissatisfaction of employees. Thus, the social exchange process entails both material benefits and psychological benefits that include status, loyalty and approval. That for organizations to be effective they depend on the employees' loyalty which is a variable that is also affected by the willingness and degree of engagement in the task assigned to them and beyond the required role. That employees' commitment to an organization is influenced by the organization's commitment to employee. From the perspective of the employee-employer relationship, social exchange theory suggests that employees respond to perceived favourable working conditions by behaving in ways that benefit the organization and/or other employees. Equally, employees retaliate against dissatisfying conditions by engaging in negative work attitudes, such as absenteeism, lateness, slowness or preparing to quit the organization. That employees who perceive their working conditions to be negative and distressing, would reciprocate with negative work attitudes such job dissatisfaction, low morale and reduced organizational commitment, while those who perceive the workplace conditions as positive and challenging would reciprocate with positive work attitudes, such as job satisfaction, high commitment and turnover.

In terms of application to this study the employee-employer relationship as suggested by the social exchange which emphasizes the employees respond to perceived favourable working conditions by behaving in ways that benefit the organization and/or other employees. And also retaliate against dissatisfying conditions by engaging in negative work attitudes reflect the situation in public sector organizations in Nigeria where employees shows 'I don't care' attitude towards their job as a result of poor welfare and unfavourable working conditions. Empirically, evidence from Olufemi (2015) on the situation in Nigeria align with social exchange theory as it revealed that poor welfare such as meager income, poor work condition experience by employees in the public

sector organization has inspires among others *lateness to work*; *absenteeism* - some time by pretending to be sick; *office trading by public servants* - survival strategies, some public officials may turn to teaching, consulting for development agencies to help themselves and their family.

Empirical Discourse

Empirically, many scholars has made valuable contributions through their studies on topics related to welfare and employees commitment, but none of them has the same focus with this present study, due to their varying research interests. Lagat et al (2014) surveyed the contribution of the Universities' Academic Staff Union (UASU) in Kenya to employee welfare and the extent of its effects on employee performance. The respondents provided information regarding the contribution of the activities of UASU to employee welfare and their influence on employee performance. The results indicated that UASU had different but positive impacts on the variables affecting employee welfare and employee performance. In descending order of importance, maternity, pension, housing and medical schemes were some of the benefits from the activities of the UASU. However, availability of recreational facilities received least attention from the UASU. It recommended that UASU should, be maintained and strengthened to further improve on quality delivery of products and services in the University by its members.

Odeku and Odeku (2014) research work showed how existing labour laws in Nigeria are serving as protective mechanisms toward the welfare of the employees in the workplace and found that employees have the perception that capital is provided by the employers, they are the main resource used to bring about output and production which eventually bring back the investment and huge dividends to the employers. Those employees are important to the progress of organisation so, they should be kept happy and provided for with sustainable wages, welfare packages and other incentives which are not always given. It is therefore not unusual to see labour unrest as a result of complains of poor welfare provisions and services to the workers. Therefore, it recommended that employers are enjoined to, at all times, take innovative proactive approach to the issue of staff welfare. Even if they are prescribed in law, the employer can exceed what the law prescribed especially if the workers are doing their bits and growing the business through their hard work and loyalty. The employees should not be outrageous and unnecessarily difficult in their approach towards negotiation for improved welfare in the workplace. Both parties have stakes in the business; hence, they should sit down and work out an acceptable modality that will be beneficial to both.

On employee commitment, Dixit and Bhati (2012) studied identified the impact of employees commitment on sustained productivity in Auto-component Industry in India (Denso). The results

of the study indicated that the employees' commitment (affective, normative, and continuous) is significantly related to sustained productivity in Auto component industry. The research reveals that there exists positive relationship between the three commitments - affective, continuance and normative commitment and sustained productivity of the organization. It also proved from the results that there exists high degree of correlation between the three independent variables and sustained productivity the dependent variable. It concluded that in auto-component industry sustained productivity of the employees depends more upon the affective commitment and continuous commitment of the employees. It recommended that the auto-component industry has to ensure that the commitment level of employees based on the above discussed, should be analyzed to the extent of its attachment in the organization and necessary continuous action to increase and maintain the loyalty of the employees should be ensured.

Nevertheless, a study by Mensah et al (2017) found that having particular concern for the employees' welfare will boost employee's commitment and by extension: their performance and ultimately the growth of the organization. Hence, it recommended that Rural and Community Banks (RCBs) in particular should integrate Corporate Social Responsibility (CSR) strategies with their human resource policies and must acknowledge that having particular concern for the welfare of employees goes a long way to boost the employee's commitment, their performance and ultimately the growth of the organization. To boost organizational performance therefore, managements would have to enhance and maximize their engagement in CSR for employees.

Interestingly, Oyewobi (2013) work investigated the impact of Public Service Motivation (PSM) on job satisfaction and organizational commitment amongst Quantity Surveyors (QSs). It sampled the opinions of QSs in Nigeria Federal Ministries and Parastatals and revealed that QS in public service are more satisfied with their job when adequate recognition is given and opportunities for advancement are encouraged. Showing that strong positive relationship existed between job satisfaction and public interest, organizational commitment and self sacrifice. It therefore, recommended that advancement opportunity in career progression and professional development such as in-house training should be encouraged to improve quality service delivery and that PSM should be seen as a vital instrument that could be employed to search for individuals who are best suited and ready to render selfless service for public work.

Moreover, result from the empirical research carried out by Irefer and Mechanic (2014) showed among others that: employee commitment is high; there is a fairly high relationship between employee commitment and organizational performance; there is also a very high relationship between employee commitment and employees' turnover. In view of this, it was recommended

that: the management should hire employees who are likely to become linked to the organization; management should create clear and realistic job and organizational previews.

Empirical study by Maugo (2013) determined the perceived factors influencing employee commitment at the Nation Media Group. The study found out that the company employees were committed to the company as they are proud to tell others that they are part of this company, are glad that they choose this company to work for and that they enjoy working with this company. The study found that the employees do not work for this company because they do not want to lose their benefits (e.g. retirement benefit), work in this company because they cannot find a better one and that employees would do any job as long as they work here. The factors influencing employee commitment in the company were found to be rewards, career development, training and development opportunities and the management style. It recommended that the company should increase employee training in order to not only support the growth and development of their employees. It is also recommended that the company invest in their human capital through constant training and development, since this will empower employees and enhance their sense of attachment to the business.

It is glaring from the above that most scholarly research concern and contributions have been on the Private Sector Organization. Even Dixit and Bhati (2012); Igella (2014); Mensah et al (2017); Irefin and Mechanic (2014); Maugo (2013) are all cut in the same net. There has been huge concentration research of interest on private organization as it relate to employees welfare and employees commitment or better still organization commitment study. Although, not that the studies on employees welfare and employees commitment with reference to Public Service Organization has been completely neglected but literature shows little attention compare to interest in the private organization on the subject matter. Hence, the need for more study with focus on public organization. Notably, Scholars like Oyewobi (2013); Zeb-Obipi (2018); Lagat et al (2014); Odeku and Odeku (2014) focus their studies on employees in public organization, however, they all failed like those who focus on private organization, to investigate the effect of welfare on employees commitment with particular reference to NESREA South West Geopolitical Zone of Nigeria, which this present study is bent to investigate. Hence, this present study is worthwhile as it is unique and promising not only to add to existing literature but to reveal new knowledge from a different study case which is useful as employees welfare in the public service organization in Nigeria appears to be currently suffering from the neglect of employers, particularly the government workers.

METHODOLOGY

The study is a survey and exploratory research that examined the effect of welfare on employees' commitment in NESREA South West Geopolitical Zone Offices. The secondary sources are relevant government documentation, particularly the government gazetted Public Service Rule (PSR), journals articles and internet to get relevant secondary information that provides the answer to the research question 1 and to support the primary data. Using the primary method, the researchers depended on Likert-style rating scale questionnaire to obtain responses on series of statements on 5-point scale, e.g. strongly agree (5), agree (4), undecided (3), disagree (2), strongly disagree (1) to provide answers to research questions 2 and 3. The stratified random sampling method was used to draw 154 employees comprising of Technical (Enforcement) Officers, Administrative and Accounts Officers in NESREA Offices in Ekiti, Ondo and Oyo State, Nigeria who responded to the questionnaire. The responses gathered were analyzed using E-view statistical software and the results were presented subsequently in tables.

RESULTS

Table 1 and 2 shows major welfare packages enjoyable/payable to employees of NESREA South West Zone offices in Nigeria as stipulated in Public Service Rule (PSR)

Table 1: *Non-Monetary Welfare benefits*

S/N	Types of Leave	PSR
(1)	Annual Leave	100202 and 100203
(2)	Proportionate Leave	100212
(3)	Casual Leave	100214 and 100215
(4)	Sick Leave	100216
(5)	Study Leave	100223 and 100224
(6)	Leave on Compassionate Ground	100230

Source: PSR (2009).

Table 2: *Monetary Welfare Packages*

S/N	Types of Welfare package	PSR
(1)	Hotel Accommodation Allowance;	130105
(2)	Duty Tour Allowance	130106
(2)	Transport and Local Running Allowance	130107
(4)	Estacode Supplementation Allowance	130110
(5)	Warm Clothing Allowance	130112
(6)	Local Course Allowance	130113
(7)	Resettlement Allowance;	130132, 130133 and 130134

Source: PSR (2009).

Extent Employees are Privilege to enjoy the Welfare as stipulated in PSR

Tables 3, 4, 5, 6, 7, 8, 9, 10 and 11 shows the extent the employees of NESREA South West Geopolitical Zone are privilege to enjoy their welfare packages as stipulated in Public Service Rule (PSR) in connection with responses to research question 2.

Table 3: *You have enjoyed Hotel Accommodation Allowance payable for the first 28 days.*

Category		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	41	26.4	26.4	26.4
	AGREE	101	65.6	66.0	92.4
	UNDECIDED	2	1.3	1.0	93.4
	DISAGREE	9	5.8	6.0	99.4
	STRONGLY DISAGREE	1	0.6	0.6	100.0
	Total	154	100.0	100.0	

Source: Authors calculations (2019)

From Table 3, it shows that out of the 154 respondents, 41 (26.4%) of them strongly agreed that they were paid Hotel Accommodation Allowance payable for the first 28 days. 101 (66.0%) also agreed with this position. However, 2 persons (1.0%) were undecided, while 9 persons (6.0%) disagrees. 1 person (0.6%) strongly disagreed. This implies that to a large extent employees have enjoyed the Hotel Accommodation Allowance payable for the first 28 days.

Table 4: *You were being paid Duty Tour Allowance payable to officers.*

Category		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	23	15.0	15.0	15.0
	AGREE	98	64.0	64.0	79.0
	UNDECIDED	9	6.0	6.0	85.0
	DISAGREE	11	7.0	7.0	92.0
	STRONGLY DISAGREE	13	8.0	8.0	100.0
	Total	154	100.0	100.0	

Source: Authors calculations (2019)

From Table 4, it shows that of the 154 respondents, 23 (15%) of them strongly agreed that they were being paid Duty Tour Allowance payable to officers. 98 (64.0%) also agreed with this position. However, 9 persons (6%) were undecided, while 11 persons (7%) disagrees. 13 persons

(8%) strongly disagreed. This implies that to a large extent respondents have enjoyed Duty Tour Allowance payable to officers.

Table 5: *You have enjoyed Local Course Allowance payable to officer*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	11	7.1	7.0	7.0
	AGREE	12	7.8	8.0	15.0
	UNDECIDED	5	3.2	3.0	18.0
	DISAGREE	41	26.6	27.0	45.0
	STRONGLY DISAGREE	85	55.2	55.0	100.0
	Total	154	100.0	100.0	

Source: Authors calculations (2019)

From Table 5, it shows that of the 154 respondents, 11 (7%) of them strongly agreed that they have enjoyed the Local Course Allowance payable to officer on a course taken locally in Nigeria but outside his/her station. 12 (8%) also agreed with this position. However, 5 persons (3%) were undecided, while 41 persons (27%) disagrees. 85 (55%) respondents strongly disagreed as well. As such, it can be said that Local Course Allowance not often paid to officer on a course taken locally in Nigeria but outside his/her station.

Table 6: *You have enjoyed National Housing Scheme (NHS) Loan.*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	15	9.7	10.0	10.0
	AGREE	26	16.9	17.0	27.0
	UNDECIDED	3	2.0	2.0	29.0
	DISAGREE	46	29.9	30.0	59.0
	STRONGLY DISAGREE	64	41.6	41.0	100.0
	Total	154	100.0	100.0	

Source: Authors calculations (2019)

From Table 6, it shows that of the 154 respondents, 15 (10%) of them strongly agreed that National Housing Scheme (NHS) Loan is given. Also, 26 (17%) also agreed with this position. However, 3 (2%) persons were undecided. 46 persons (30%) disagreed, while 64 persons (41%) strongly disagreed. This implies that National Housing Scheme (NHS) loan is not often given.

Table 7: *You have enjoyed National Health Insurance Scheme (NHIS)*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	91	59.1	59.0	59.0
	AGREE	31	20.1	20.0	79.0
	UNDECIDED	8	5.2	5.0	84.0
	DISAGREE	14	9.1	9.0	93.0
	STRONGLY DISAGREE	10	6.5	7.0	100
	TOTAL	154	100.0	100.0	

Source: Authors calculations (2019)

From Table 7, it shows that of the 154 respondents, 91 (59%) of them strongly agreed that National Health Insurance Scheme (NHIS) is given. Also, 31 (20%) also agreed with this position. However, 8 (5%) persons were undecided. 14 persons (9.0%) disagreed, while 10 persons (7%) strongly disagreed. This implies that National Health Insurance Scheme (NHIS) is given.

Table 8: *You have enjoyed Annual and Casual Leave*

		Frequency	Percent	Valid Percent	Cumulative Percent
	STRONGLY AGREE	101	65.5	66.0	66.0
	AGREE	34	22.1	22.0	88.0
	UNDECIDED	6	3.9	4.0	92.0
	DISAGREE	5	3.2	3.0	95.0
	STRONGLY DISAGREE	8	5.2	5.0	100.0
	Total	154	100.0	100.0	

Source: Authors calculations (2019)

From Table 8, it shows that of the 154 respondents, 101 (66%) of them strongly agreed that Annual and Casual Leave is given. 34 (22%) also agreed with this position. However, 6 (4%) were undecided, while 5 (3%) disagreed that Annual and Casual Leave is given, 8 (5%) strongly disagreed as well.

Table 9: *You have privilege to Sick Leave*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	78	50.6	51.0	51.0
	AGREE	39	25.3	25.0	76.0
	UNDECIDED	5	3.2	3.0	79.0
	DISAGREE	17	11.0	11.0	90.0
	STRONGLY DISAGREE	15	9.7	10.0	100.0
	Total	154	100.0	100.0	

Source: Authors calculations (2019)

From Table 9, it shows that of the 154 respondents, 78 (51%) of them strongly agreed that Sick Leave is given. 39 (25%) also agreed with this position. However, 5 (3%) were undecided, while 17 (11%) disagreed that Sick Leave is given, 15 (10%) strongly disagreed as well.

Table 10: *You have privilege to Study Leave with pay*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	74	48.1	48.0	48.0
	AGREE	40	25.9	26.0	74.0
	UNDECIDED	12	7.8	8.0	82.0
	DISAGREE	19	12.3	12.0	94.0
	STRONGLY DISAGREE	9	5.8	6.0	100.0
	Total	154	100.0	100.0	

Source: Authors calculations (2019)

From Table 10, It shows that of the 154 respondents, 13 (8%) of them strongly agreed that Study leave with pay is given. 21 (14%) also agreed with this position. However, 7 (5%) respondents were undecided, while 11 persons (7%) disagreed that Study leave with pay is given and 102 (66%) respondents strongly disagreed to this assertion as well. This implies that Study leave with pay is not guaranteed.

Table 11: *You have privilege to Leave on Compassionate Ground*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	69	44.0	44.0	44.0
	AGREE	54	35.1	35.0	79.0
	UNDECIDED	10	6.5	7.0	86.0
	DISAGREE	12	7.8	8.0	94.0
	STRONGLY DISAGREE	9	5.8	6.0	100.0
	Total	154	100.0	100.0	

Source: Authors calculations (2019)

From Table 11, It shows that of the 154 respondents, 69 (44%) of them strongly agreed that Leave on Compassionate Ground is given. 54 (35%) also agreed with this position. However, 10 (7%) respondents were undecided, while 12 (8%) respondents disagree that Leave on Compassionate Ground is given. Also, 9 (6%) respondents strongly disagreed as well. This implies that Leave on Compassionate Ground is given.

Effects of welfare on employees' commitment in NESREA South West in Nigeria

Tables 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22 and 23 shows responses on the extent in which welfare package affect employees' commitment in NESREA South West Zone of Nigeria in connection with research question 3.

Table 12: *Delay in responding to official work*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	38	24.6	25.0	25.0
	AGREE	79	51.5	52.0	77.0
	UNDECIDED	13	8.4	8.0	85.0
	DISAGREE	8	5.2	5.0	90.0
	STRONGLY DISAGREE	16	10.4	10.0	100.0
	Total	154	100.0	100.0	

Source: Authors calculations (2019)

From Table 12, It shows that of the 154 respondents, 19 (12%) of them strongly agreed that there is Hawking during office hours to complement. 92 (60%) also agreed with this position. However, 11 (7%) respondents were undecided, while 13 (9%) disagreed that there is Hawking during office

hours to complement. Also, 19 (12%) respondents strongly disagreed. That is, from the percentage of those that agreed and strongly agreed it implies that there is Hawking during office hours to complement.

Table 13: *Searching for another job where welfare is at top priority*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	43	27.9	28.0	28.0
	AGREE	80	51.9	52.0	80.0
	UNDECIDED	2	1.3	1.0	81.0
	DISAGREE	19	12.3	12.0	93.0
	STRONGLY DISAGREE	10	6.5	7.0	100.0
	Total	154	100.0	100.0	

Source: Authors calculations (2019)

From Table 13: It shows that of the 154 respondents, 43 (28%) of them strongly agreed that there is continuous searching for another job where welfare is at top priority. 80 (52%) also agreed with this position. However, 2 (1%) of the respondents were undecided, while 19 persons (12%) disagreed that there is continuous searching for another job where welfare is at top priority. Likewise, 10 respondents (7%) strongly disagreed as well. This implies that there is continuous searching for another job where welfare is at top priority.

Table 14: *Resuming/coming late to office*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	22	14.3	14.0	14.0
	AGREE	86	55.8	56.0	70.0
	UNDECIDED	6	3.9	4.0	74.0
	DISAGREE	16	10.4	10.0	84.0
	STRONGLY DISAGREE	24	15.6	16.0	100.0
	Total	154	100.0	100.0	

Source: *Author's Calculations (2019)*

From Table 14, It shows that of the 154 respondents, 22 (14%) of them strongly agreed that Resuming/coming late to office is a practice. 86 (56%) also agreed with this position. However, 6 persons (4%) were undecided disagreed, while 16 persons (10%) disagreed that Resuming/coming

late to office is a practice. Likewise, 24 respondents (16%) strongly disagreed as well. This implies that Resuming/coming late to office is a practice.

Table 15: *Absenting yourself from office without permission*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	21	13.4	13.0	13.0
	AGREE	29	18.8	19.0	32.0
	UNDECIDED	12	7.8	8.0	40.0
	DISAGREE	61	39.6	40.0	80.0
	STRONGLY DISAGREE	31	20.1	20.0	100.0
	Total	154	100.0	100.0	

Source: Authors calculations (2019)

From Table 15, It shows that of the 154 respondents, 21 (13%) of them strongly agreed that Absenting oneself from office without permission due to welfare concerns. 29 (19%) also agreed with this position. However, 12 persons (8%) were undecided, while 61 persons (40%) disagrees that absenting oneself from office without permission due to welfare concerns. Also, 31 respondents (20%) strongly disagreed as well. This responses show that absenting oneself from office without permission is not practiced.

Table 16: *Dislike been asked to travel out of your station to do official work*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	31	20.1	20.0	20.0
	AGREE	78	50.6	51.0	71.0
	UNDECIDED	5	3.2	3.0	74.0
	DISAGREE	22	14.3	14.0	88.0
	STRONGLY DISAGREE	18	11.7	12.0	100.0
	Total	154	100.0	100.0	

Source: Authors calculations (2019)

From Table 16, It shows that of the 154 respondents, 31 (20%) of them strongly agreed that Dislike been asked to travel out of present station to do official work. 78 (51%) also agreed with this position. However, 5 persons (3%) were undecided. Meanwhile 22 persons (14%) disagreed that they dislike been asked to travel out of present station to do official work. And 18 respondents

(12%) strongly disagreed also. This implies that staff dislike been asked to travel out of present station to do official work.

Table 17: *No longer feeling bond to your organization*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	39	25.3	25.0	25.0
	AGREE	76	49.4	49.0	74.0
	UNDECIDED	3	1.9	2.0	76.0
	DISAGREE	15	9.7	10.0	86.0
	STRONGLY DISAGREE	21	13.6	14.0	100.0
	Total	154	100.0	100.0	

Source: Authors calculations (2019)

From Table 17, It shows that of the 154 respondents, 39 (25%) of them strongly agreed that they are no longer feeling bond to your organization. 76 (49%) also agreed with this position. However, 3 persons (2%) were undecided. Meanwhile, 15 persons (10%) disagreed, also 21 persons (14%) strongly disagreed that they are no longer feeling bond to your organization.

Table 18: *Feeling reluctant to go for compliance monitoring*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	32	20.7	21.0	21.0
	AGREE	19	12.3	12.0	33.0
	UNDECIDED	13	8.5	9.0	42.0
	DISAGREE	31	20.1	20.0	62.0
	STRONGLY DISAGREE	59	38.3	38.0	100.0
	Total	154	100.0	100.0	

Source: Authors Calculations (2019)

From Table 18, it shows that of the 154 respondents, 32 (21%) of them strongly agreed that they often feel reluctant to go for compliance monitoring. 19 (12%) also agreed with this position. However, 13 persons (9%) were undecided, while 31 persons (20%) disagreed, and 59 persons (38%) strongly disagreed also that they often feel reluctant to go for compliance monitoring. These responses suggest that the staff do not often feel reluctant to go for compliance monitoring.

Table 19: *Feeling unhappy to investigate public complaints*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	12	7.8	8.0	8.0
	AGREE	10	6.5	7.0	15.0
	UNDECIDED	6	3.8	4.0	19.0
	DISAGREE	73	47.4	47.0	66.0
	STRONGLY DISAGREE	53	34.4	34.0	100.0
	Total	154	100.0	100.0	

Source: Authors calculations (2019)

From Table 19, it shows that of the 154 respondents, 12 (8%) of them strongly agreed that they are feeling unhappy to investigate public complaints. 10 (7%) also agreed with this position. However, 6 persons (4%) were undecided disagreed, while 73 persons (47%) disagreed that they are feeling unhappy to investigate public complaints. Likewise, 53 respondents (34%) strongly disagreed as well. This implies that staffs do not feel unhappy to investigate public complaints.

Table 20: *Feeling unwilling to carry out sensitization/awareness creation*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	22	14.3	14.0	14.0
	AGREE	86	55.8	56.0	70.0
	UNDECIDED	6	3.9	4.0	74.0
	DISAGREE	16	10.4	10.0	84.0
	STRONGLY DISAGREE	24	15.6	16.0	100.0
	Total	154	100.0	100.0	

Source: Authors calculations (2019)

From Table 20, it shows that of the 154 respondents, 22 (14%) of them strongly agreed that there is the Feeling of unwillingness to carry out sensitization/awareness creation due to welfare concerns. 16 (10%) also agreed with this position. However, 6 persons (4%) were undecided disagreed, while 86 persons (56%) disagreed that there is the Feeling of unwillingness to carry out sensitization/awareness creation. Likewise, 24 respondents (16%) strongly disagreed as well. This implies that there is no Feeling of unwillingness to carry out sensitization/awareness creation.

Table 21: *Desiring to compromise standards sometimes*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	13	8.4	8.0	8.0
	AGREE	15	9.7	10.0	18.0
	UNDECIDED	11	7.1	7.0	25.0
	DISAGREE	63	40.9	41.0	66.0
	STRONGLY DISAGREE	52	33.8	34.0	100.0
	Total	154	100.0	100.0	

Source: Authors calculations (2019)

From Table 21, it shows that of the 154 respondents, 13 (8) them strongly agreed that they desire to compromise standards sometimes. 15 (10%) also agreed with this position. However, 11 persons (7%) were undecided disagreed, while 63 persons (41%) disagreed that they desire to compromise standards sometimes. Likewise, 52 respondents (34%) strongly disagreed as well. This implies that majority of the staff do not desire to compromise standards sometimes.

Table 22: *Feeling reluctant to write official report(s)*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	17	11.0	11.0	11.0
	AGREE	32	20.8	21.0	32.0
	UNDECIDED	9	5.8	6.0	38.0
	DISAGREE	33	21.4	21.0	59.0
	STRONGLY DISAGREE	63	40.9	41.0	100.0
	Total	154	100.0	100.0	

Source: Authors calculations (2019)

From Table 22, it shows that of the 154 respondents, 17 (11%) of them strongly agreed that they often feel reluctant to write official report(s). 32 (21%) also agreed with this position. However, 9 persons (6%) were undecided disagreed, while 33 persons (21%) disagreed that they often feel reluctant to write official report(s). Likewise, 63 respondents (41%) strongly disagreed as well. This implies that majority do not often feel reluctant to write official report(s).

Hypotheses Testing

The study used the z-test research technique for testing the formulated hypotheses. We shall recall our statement of hypotheses two and three; and also sought out presented tables that have direct bearing on our stated objectives and hypotheses in the tables presented above. The analyses were done with the aid of E-views 7 software and it is the obtained results that are presented in Table 23.

Table 23: Analysis of Data Using E-views 7 software

Variable	Category	Mean	Df	SD	z-value	Prob.	Remark
Welfare packages	NESREA South West	56.7	2.38	7.33	8.05 *	0.02	Sig.
Employees' commitment	NESREA South West	33.9	2.38	2.89	11.32*	0.00	Sig.
*Significant at 0.05 level							

Source: Authors computation, 2019

The degree of freedom is given as: $(r - 1) (c - 1)$; where $r = 4$, $c = 2$.

$(4 - 1) (3 - 1) = 3 \times 2 = 6$.

Df = 3 at 5% level of significance = 2.38

Interpretation of Results

From Table 23, for the Welfare packages variable, the mean within the period of the study was 56.7. The standard deviation value was 7.33. The z-value of 8.05 indicates that the obtained result is highly significant. Likewise, the probability value which was 0.02 lends credence to the statistical significance of the obtained result.

For Employees' commitment, the mean within the period of this study was 33.9. The standard deviation value was 2.89. The z-value of 11.32 indicates that the obtained result is highly significant. Likewise, as indicated by the probability value which was 0.00 lend credence to the statistical significance of the obtained result.

In drawing decision based on the obtained results using the z-values obtained, we recall our statement of hypotheses one and two, with references to the presented tables above that have direct bearing on stated objectives and hypotheses.

Recall statement of hypothesis one

H₀: Employees in NESREA South West Geopolitical Zone of Nigeria are not enjoying their welfare packages as stipulated in the Public Service Rule (PSR)

H_a: Employees in NESREA South West Geopolitical Zone of Nigeria are enjoying their welfare packages as stipulated in the Public Service Rule (PSR).

Decision: From the computed results obtained, we observed that the calculated result is greater than the table result at the 5% level of significance i.e. $8.05 > 3.00$.

Therefore, we reject the null hypothesis that Employees in NESREA South West Geopolitical Zone of Nigeria are not enjoying their welfare packages as stipulated in the Public Service Rule (PSR). That is, Employees in NESREA South West Geopolitical Zone of Nigeria are enjoying their welfare packages as stipulated in the Public Service Rule (PSR).

Recall statement of hypothesis two

H₀: Welfare has no significant effect on employees' commitment in NESREA South West Geopolitical Zone of Nigeria.

H_a: Welfare has significant effect on employees' commitment in NESREA South West Geopolitical Zone of Nigeria.

Decision: from the computation results obtained, we observed that the calculated result is greater than the table result at the 10% level of significance i.e. $11.23 > 3.00$. Therefore, we reject the null hypothesis that Welfare has no significant effect on employees' commitment in NESREA South West Geopolitical Zone of Nigeria and accept the alternative that welfare has significant effect on employees' commitment in NESREA South West Geopolitical Zone of Nigeria.

DISCUSSION

With reference to the stated research question 1, what are the welfare packages enjoyable or payable to the employees/staff of NESREA South West Geopolitical Zone offices of Nigeria as stipulated in Public Service Rule (PSR). Tables 1 and 2 reveals that the monetary and non-monetary welfare packages enjoyable or payable to the employees includes; hotel accommodation allowance payable for the first 28 days; duty tour allowance payable to officers to enable them pay for lodging and feeding expenses during official tours outside their station; local course allowance payable to officer on a course taken locally in Nigeria but outside his/her station; National Housing Scheme (NHS) loan; National Health Insurance Scheme (NHIS); annual and casual leave; sick leave; study leave with pay and leave on compassionate ground.

With reference to research question 2, it is glaring that even though, these monetary and non-monetary welfare packages is provided for in the PSR for employer to implement for employees in NESREA South West Zone studied, Tables 3, 4, 5, 6, 7, 8, 9, 10 and 11 shows mixed responses as to welfare packages are duly granted. Implying that at a particular time they were granted and at other time for obvious reasons they are sometimes denied of some of the welfare variables. But, to a large extent, a very good number of employees have already benefited from welfare packages stipulated in the PSR.

Interestingly, with reference to research question 3 on the extent in which welfare package affect employees commitment in NESREA South West Zone of Nigeria as contain in Tables 12, 13, 14, 15, 16, 17, 18, 19, 20, 21 and 22, it is arguable that even though there were cases where employees were denial the enjoyment of welfare packages, such were not sufficient to affect their commitment and performances in their various duty post. Possibly due to personal resolve, principle of diligence and been dutifulness.

On the whole, results of the hypotheses tested as contain in Table 23 shows that employees in NESREA South West Zone of Nigeria are enjoying their welfare packages as stipulated in Public Service Rule (PSR) for Federal Civil Service in Nigeria and welfare has significant effect on employees' commitment in NESREA South West Zone.

CONCLUSION AND RECOMMENDATIONS

The connectivity between employee welfare and employee commitment has been examined in this study using the employees of NESREA in South West Geopolitical Zone of Nigeria as a case study. First, it can be concluded that that there are laid down welfare packages in the PSR for all of the workers of the Federal Civil Service. Second, it can be concluded that there are mixed responses as to the enjoyment of welfare packages. But, to a large extent, a very good number of employees have already benefited from welfare packages stipulated in the PSR. Finally, it can also be concluded that welfare has significant effect on employees' commitment in NESREA South West Geopolitical Zone. Therefore, recommends that.

i. since the findings revealed that there is connectivity between Welfare and Employee Commitment and that there are a number of welfare packages spelt out in the PSR, as such, to secure the commitment of the staff members of the organization; it is recommended that all of the PSR welfare provisions spelt out, need to be duly implemented to fully motivate and arouse the commitment and dedication of staff towards improved performance.

ii. the revelation concerning whether employees of NESREA in South West Geopolitical Zone of Nigeria are privilege to enjoy their welfare packages as stipulated or specified in Public Service Rule (PSR) has been mixed. That is, sometimes they do and at some other times they do not. It is therefore recommended that the organization need to adhere strictly to the PSR welfare provisions so as to get the employees fully motivated to work and ensure that all workers have equal treatment and benefits as at when due.

iii. in essence, the study revealed that welfare has effect on employees' commitment in NESREA South West Geopolitical Zone of Nigeria; it is in this regard that the study recommends that in order to get the best out of the employees of NESREA, employees' welfare should be given top priority by the management of the organization.

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