

## **WELFARE SERVICE AND EMPLOYEES' MOTIVATION IN GUINNESS COMPANY, LAGOS NIGERIA**

**Micah Damilola John**

Department of Sociology  
Faculty of Social & Management Sciences  
Adekunle Ajasin University Akungba-Akoko

### **ABSTRACT**

This study investigated the influence of welfare package on employees' motivation in a Nigeria brewery company. The multistage sampling technique was used to select 150 respondents on whom questionnaire were administered. In-depth Interviews (IDIs) were also conducted. The mean age of respondents was 29 giving a standard deviation of 2.3 and with the prevalence of male (63.3%), married (70.0%), income N110,001 and above (46.0%) and Bachelor Degree (44.7%). Access to welfare packages consisted of medical health care (91.3%), car loan (76.0%), staff housing (19.3%) and off/on the job training (90.7%) and (89.3%) respectively. Consequently, 85.3% of the employees expressed high level of motivation due to welfare services available. At the levels of employees' status, professionals (69.6%), managerial (88.9%), skilled non manual (89.8%) and skilled manual (78.6%) expressed high level of motivation. Respondents remained committed to the goal of the organization as there was desire for job retention and readiness to sustain productivity. Employees that benefitted from welfare package were excited and exhibited positive attitude to sustain their productivity. Organization should regularly review its welfare package services to be competitive. This should be done by agreement between management and workers' unions.

**Keywords:** Welfare package; Motivation; Productivity; Job Retention

### **1. INTRODUCTION**

Welfare package represents one of the factors in motivation. Basically, the provision of welfare in organization is diverse. The welfare service appears in different format and this may be consisted in the form of extrinsic and intrinsic factors (Adetona, 2012; Micah & Owumi, 2009). At the level of extrinsic factors, organization provides health care service, bonuses, perks and allowances covering housing, health, transportation, excess work load, wardrobe and other conditions that benefit workers as integral member of the organization. Yet, the intrinsic welfare is the prompt that growth and development of workers is paramount in the heart of organization. This exist in the form of opportunities created for training and retraining, workshop and seminar, recognition for excellent performance and freedom of association by which workers converge as union members and union

representative to negotiate the welfare in the interest of equity. The intrinsic welfare elicits internal pride and strength in workers and it is considered as lifelong potential which strongly retains commitment to organizational goal (Anjorin, 2010). 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. Although studies exist in this area, none of the previous studies was specific about sample of respondents for empirical conclusion in terms of methodology used, sampling technique that informed the scientific selection of the sample (Adetona, 2012; Ajileye, 2010; Ejorfor, 2011; Nagaragu, 2012). At the same time, there is paucity of this type of study in a multinational corporation like Guinness Brewery which makes generalization of previous studies deficient. This is the gap in this study. Against this backdrop, the study explores types of welfare packages available and how they influenced motivation of employees. The study also examines difference among categories of employees in their motivation with welfare packages. Conceptually, the concept of motivation is used in this study to mean the expression of happiness to work and willingness of workers to increase their efforts to contribute to goal of organization and by extension the desire of such employees to retain their services in the organization.

## **2. LITERATURE REVIEW**

The idea of welfare varies significantly among scholars. Ajileye (2010) 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". Anjorin (2010) 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 (2010) 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 (2011) defined it as

additional entitlement given to employee by management to supplement their wages. Ejirofor (2011) 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.

Adetona (2012) 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. Adetona (2012) 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 Nwachuku (2011), he estimated that major organizations spend between 20 and 30 percent of their total package on workers welfare package. Ejirofor (2011) had estimated the cost of welfare package programmes for civil servants at about three times their normal salary. Ajileye (2010) 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.

Ola (2008), added a seventh reason 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 therefore becomes imperative. This is why Fashoyin (1982), 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 Bernard realized 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 Nigeria, there are provisions for protection of wages, contracts of employment and terms and

condition of employment, special classes of workers and miscellaneous special provisions (Udoji, 1995). 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 employees, employer and union. Individual labour law is made for the employees' rights who are at work and during the work contract (Fashoyin, 1982; Udoji, 1995). 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. Labour rights have been essential to the social and economic growth since the industrial revolution. Importance of labour law is to maintain and safeguard the interest of the employees especially on legal rights. The importance is to maintain peace and harmony between the employers and 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. The overall explanation is that provision of welfare services remain the strength of organisation stability for growth and productivity or otherwise motivation.

### 3. THEORETICAL FRAMEWORK

The Exchange Theory of George Homans and Peter Blau was used. 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, 2010). This is better understood in the proposition advanced by the theorist. Homan 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, cited in Ritzer 2010).

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, 2010).

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 to 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 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, cited in Ritzer, 2010). 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, 2010). 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.

#### **4. METHODOLOGY**

##### **RESEARCH DESIGN**

The research design adopted for the study was descriptive cross sectional design. Descriptive design for the study combined quantitative and qualitative methods and cross section of respondents consisting of sex, education, ethnic and status hierarchy were used.

##### **POPULATION OF THE STUDY**

The population of the study consisted of employees of Guinness Nigeria Plc, Ikeja Lagos state. These employees are permanent staff. The population of employees in the company was categorized into top level management, middle level and bottom ranked skilled and unskilled employees.

##### **SAMPLE SIZE AND SAMPLING PROCEDURE**

A sample of 150 respondents was selected using Cochran's (2005) statistical method.

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

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:

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

Sample size= 150.

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 purposively 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.

There were different units or departments in Guinness plc. At the same time, it was 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 were production, quality assurance and accounting and records. In this process, quota sampling was used to determine the number of sample selected from each department. 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 and managerial employees, skilled non manual and skilled manual employees. The professionals are those employees at the top level of management e.g. directors; managerial employees occupies the intermediate or middle level management position such the line managers; the skilled non manual are the supervisors of technicians in Guinness; and skilled manual employees are the artisans, welder, drivers, and mechanics in workshop that were in the payroll of the company. 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) 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**

Quantitative and qualitative methods of data collection were used. Quantitative method collected quantitative data that is generated in structured questionnaire. The data were computer generated code in numeric format. Qualitative method generated qualitative data in the form of prose, words or texts. Here, questionnaire and in-depth interviews were used as instrument of data collection and this represent quantitative and qualitative methods respectively.

**METHOD OF DATA ANALYSIS**

Data were analysed at quantitative and qualitative level. Quantitative method utilised descriptive and inferential statistics. Elementarily, data collected through structured questionnaire were subjected to computer coding through the use of SPSS (version 17.0). Qualitative method utilised ethnographic summary and content analysis. In this method, texts were coded manually in thematic identification and discussions were contently analysed.

**5. RESULTS**

**Socio-Economic and Demographic Characteristics**

**TABLE 1:** Distribution of Respondents by Socio-economic Characteristics

<b>Sex</b>	Frequency (N=150)	Percentage (100%)
Male	95	63.3
Female	55	36.7
<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
<b>Marital Status</b>		
Single	45	28.7
Married	105	70.0
Divorced	2	1.3
<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

<b>Religious affiliation</b>		
African traditional religion	7	4.7
Islam	17	11.3
Christianity	126	84.0
<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
<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
<b>Ethnic origin</b>		
Yoruba	77	51.3
Hausa	7	4.7
Igbo	39	26.0
Other ethnic group	27	18.0

**Source: Field Survey, 2013**

Table 1 shows the socio-economic characteristics of respondents. There were more males (63.3%) than females (36.7%) in the study. Thirty-eight percent of the entire respondents were between the ages of 31 and 35 years, 10.0% were fell between 21 and 25 years, 10.7% were 26 to 30 years and 20.0% were 36-40 years. Whereas 16.0% were 41-45 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 forty years and below. This may help to explain factors that motivate such age groups to maximize their job commitment and productivity especially the variability of motivation factors that is significant with age groups (Nagaragu, 2012).

The marital status of respondents showed that 28.7% were single, 70.0% were married while 1.3% were divorced perhaps lived as single parents as disclosed in the in-depth interview. The distribution of the respondents by their academic qualifications consisted of 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. 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. The distribution of income among the respondents in the study organisation showed that majority of the employees (46.0%) had a monthly income #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 compared to welfare service that obtained in other organisation context (). Furthermore, findings showed that employees in the study organisation were grouped into ranks and hierarchies. This ranged from professional (15.3%) to middle managerial (36.0%) and skilled non manual employees (39.3%). Others included skilled manual (8.0%) and unskilled (1.3%). Moreover, 51.3% of the respondents were Yoruba ethnic origins, 4.7% were Hausa ethnic origin and 26.0% Igbo origins. Other ethnic groups were 18.0% and this consisted of 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.

**WELFARE PACKAGES**

**TABLE 2:** Distribution of Respondents by Access to Welfare Packages

<b>Access to free education for staff children</b>	Frequency (N=150)	Percentage (100%)
Not available	129	86.0
Available	21	14.0
<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>		
Not available	13	8.7
Available	137	91.3
<b>Access to car loan</b>		
No	36	24.0
Yes	114	76.0
<b>Staff housing</b>		
Not available	121	80.7
Available	29	19.3
<b>Off-the job training</b>		
Not available	14	9.3

Available	136	90.7
<b>On the job training</b>		
Not available	16	10.7
Available	134	89.3
<b>Bonus for job performance</b>		
Not available	20	13.3
Available	130	86.7
<b>Employees' perception of accessibility of welfare service</b>		
Beneficial	138	92.0
Indifferent	12	8.0
<b>Respondents' perception of Level of motivation achieved due to access to welfare packages</b>		
High	128	85.3
Moderate	15	10.0
Low	7	4.7
<b>Non monetary welfare packages are important to job performance and motivation</b>		
Agreed	136	90.7
Indifferent	13	8.7
Disagreed	1	0.7

**Source: Field Survey, 2013**

The results of finding in the table 2 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. When respondents were asked to rate their level of motivation consequent upon their access to welfare packages in the organisation, 85.3% of the respondents rated their motivation high. In the same rate, 4.7% of the respondents rated their motivation level low.

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 years 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.

**HIERARCHY OF EMPLOYEES AND THEIR MOTIVATION FACTORS**

**TABLE 3: Distribution of Respondents' Views by Salary Package**

Salary packages are important aspect of motivation	Categories of employees				Total
	Professionals	Managerial	Skilled non manual	Skilled manual	
Agreed	19 (82.6%)	44 (81.5%)	55 (93.2%)	8 (57.1)	126 (84.0%)
Disagreed	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 \*\*\*

Access to car loans influence motivation	Categories of employees				Total
	Professionals	Managerial	Skilled non manual	Skilled manual	
Yes	21(91.3%)	48 (88.9)	55(93.2)	11 (78.6)	126 (84.0%)
No	2 (8.6%)	6 (11.1)	4 (6.8)	3 (21.4)	15 (10.0%)
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 \*\*\*

Access to annual leave is a source of motivation	Categories of employees				Total
	Professionals	Managerial	Skilled non manual	Skilled manual	
Agreed	21 (91.3%)	47 (87.0)	55 (93.2%)	5 (35.7%)	126 (84.0%)
Disagreed	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 \*\*\*

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	150

				(9.3%)	
Calculated chi square= 34.79, p value=0.00, df= 8 ***					
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 ***					
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 ***					
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 ***					
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	4 (17.4%)	10 (18.5%)	31 (52.5%)	11	24

important to motivation				(78.6%)	(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					
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**

In the table above, hierarchies of employees were cross tabulated with items of welfare package to show how these items influenced motivation. Findings showed that there was significant relationship between items of welfare package (salary, car loan, leave, bonus, housing allowance, overtime allowance, medical allowance and insurance cover) and motivation reported by employees. Although there were variations among hierarchies of employees in terms of how they reported their motivation i.e. percentage difference, most of the employees however showed tendency to increase their effort and commitment to job function as compensation for their access to welfare packages. This assertion is buttressed in the words of a respondent when he 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).

Similarly, a top level employee attested when he submitted:

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).

It suffices to state that welfare service retains significance in every human resource organization.

## 6. CONCLUSION AND RECOMMENDATIONS

This study showed that welfare package remains the inevitable factor that energises workers to organizational goal and job commitment. It further revealed that employees are not the same on welfares services. This is because the needs vary significantly especially related to hierarchy of position in the organisation. This means what satisfies professional ranks differ from what satisfies managerial and other ranks. Nevertheless, the importance of welfare service remains relevant in any organisation especially now that it is a major source of conflict in either private or public organisation. Subsequent studies, records and sources (Adams, 2015; Adesope, 2014; Buku, 2016) have not disputed the position of this study that welfare services in every organisation remain the power of motivation for employees and a major strength of industrial harmony. In line with this study, the following recommendations were 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 was 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.

## REFERENCES

- Adams, J.S. (2015). Towards an Understanding of Inequality in Organisational Management. *Journal of Social Psychology*. Vol. 5: No. 3. India.
- Adesope, P. (2014). Provision of Welfare Service and Workers' Satisfaction in Public Sector Designated Organisation. *Journal of Scientific Publication*. Ghana.
- Adetona (2012). *Welfare Provision: A Conceptual Framework*. Longman Press. Nigeria
- Ajileye, J.A. (2010). Staff Welfare Scheme: A Strategy for Motivation. In Lahaja, A.D. and Akinyele, C.I. (Eds.) *New Trends in Personnel Management: A Book for Reading*. Adeyemi Press Limited, Ijebu-Ife, Nigeria
- Anjorin, D. (2010). Compensation Scheme in the Public Sector. In Layaha, A.D. and Akinyele, C.I. (Eds.) *New Trend in Personnel. Management, A Book for Reading*. Ijebu-Ife, Adeyemi Press Limited.
- Buku, J.D. (2016). The Nigerian Worker, Salary Differential and Job Satisfaction. Business Times.

- Cochran, W. G. (2005). The distribution of quadratic forms in a normal system, with applications to the analysis of covariance. *Mathematical Proceedings of the Cambridge Philosophical Society* **30** (2): 178–191
- Ejorfor, P.N.D. (2011). Employees Welfare Programmes. In Damachi, U.G. and Fashoyin, L. (Eds) *Contemporary Problems in Nigeria Industrial Relations*. Lagos, Development Press.
- Fashoyin L. (1982). *Industrial Relations in Nigeria*. Ikeja, Longman, Nigeria.
- Gibbraith, J. (2009). An Empirical Investigation of Task Performance, Interactive Effects Between Instrumentality, Valence and Motivation. *Journal of Organisational Behaviour and Human Performance*. Volume 2 No.2. Australia.
- Lawher, E. (2011). A Cause Correlational Test on the Need Hierarchy Concepts. In Suttle J.C. (Ed.) *Organizational Behaviour and Human Performance*. Longman, London
- Micah, D.J. & Owumi, B.E. (2009). Decent Work and Job Satisfaction on Labour Turnover among Employees in University of Ibadan and Lead City University, Ibadan Nigeria. Unpublished Master Project in Department of Sociology Faculty of the Social Science, University of Ibadan.
- Nagaragu, B. (2012). *Employee Welfare in Industry: Industrial Workers Perspective*. Penguin Books
- Nwachuku, C.C. (2011), "Administration of Employee Welfare Services in Nigeria Organisation: In Ejiofor, P. and Aniagoh, U. *Managing the Nigerian Worker*, Ibadan. Longman.
- Ola, R. (2008). How to Motivate Workers. Workshop on Human Resource Management, University of Benin.
- Ordia, S.G. (2009). Towards a Result Oriented Public Services. *The Quarterly Journal of Sociology* Volume 4: No 4. University of Benin, Nigeria
- Porter, S. (2006). *Motivation and Work Behaviour*. New York McGraw Hill.
- Richard, K. C. (2012). Impact of Redundancy on the Welfare of Industrial Workers in Kenya. A Case of Eldoret Town. Kayentta University Publication.
- Straw, B.M. (2003). Motivation Research Versus the Art of Faculty Management. *The Review of Higher Education*, Vol. 6. No. 4. South Africa.
- Udoji, P. (1995). *Industrial Relations and labour Law in Nigeria*. Longman Press. Lagos
- Vernon, M. (2006). Worker Safety under Siege: Labour, Capital and the Politics of Workplace Safety in a Deregulated World. *Journal of Pacific*. Vol. 6: No. 8. South Africa
- YeSufu, T.M. (1962). *An Introduction to Industrial Relations in Nigeria*. London Oxford University Press.