



## WORKERS' WELFARE AND JOB COMMITMENT IN RIVERS STATE MINISTRY OF HEALTH

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<p><b>Received:</b> October 20<sup>th</sup> 2021 <b>Accepted:</b> November 20<sup>th</sup> 2021 <b>Published:</b> December 30<sup>th</sup> 2021</p>	<p>This study examined workers' welfare and job commitment in Rivers State Ministry of Health. The research design adopted in this study was the descriptive survey. Herzberg's Two- Factor Theory formed the theoretical framework of the study. The population of the study comprised 767 health workers. As a result, the random sampling technique was applied, while the sample size was determined using the Taro Yamane formula. Hence, the sample size was 263. The instrument for the study was a questionnaire titled: Workers' Welfare and Job Commitment in Public Health Sector Questionnaire (WOWJCPHS). A total of 263 copies of the questionnaire were administered to the respondents. The reliability of the instrument showed a correlation coefficient index of 0.80 which was considered very reliable using the Cronbach's Alpha. Mean and standard deviation was used to analyze the research questions based on a four-point rating scale of very high extent, high extent, low extent and very low extent. The hypotheses were tested at a significance level of 0.05 using the PPMCC (Pearson Product Moment Correlation Coefficient). The findings of the study revealed that there is a very strong positive relationship between statutory welfare and job commitment. The study also revealed that there is a very strong positive relationship between voluntary welfare and job commitment. The study strongly recommends that government and organisations should focus their attention on providing welfare packages that serve as incentives for workers. Hence, the government should realise that health workers are also human beings with a lot of personal and family responsibilities.</p>

**Keywords:** Workers' Welfare, Job, Commitment, Health

### INTRODUCTION

An organisation should always blend various human resources practices which they should implement for the survival and sustainability of the organisation. However, best practices are subjective and transitory. Best human resources practices are said to enhance the internal capabilities of an organisation to deal with current or future challenges to be faced by an organisation (Muthoni, Nwaura & Waweru, 2020). Good HRM (Human Resources Management) practices also energize people working in the organisation. The commitment and motivation built through good HRM practices can lead to hard work. The culture built can also help create a sustainable and lasting capability of the organisation to manage itself and not only cope with the external turbulence (Aneet, 2010). Commitment is the bond employees experience with their organisation. Broadly speaking, employees who are committed to their organisation generally feel a connection with their organisation, feel that they fit in and, feel they understand the goals of the organisation (Wainwright, 2019). For an organisation to be more effective it should have skilful and innovative employees to work and should also try to retain them (Muthoni, *et al.* 2020).

### Statement of the problem

Employers are sometimes baffled when their highly-rated employees underperform and others resign and leave the organisation. Management fails to understand why some employees are not committed to the organisation. And even though modern and civilised societies consider workers as human beings who are entitled to the protection of the law and government, many employers do not consider this also, but workers deserve to be treated with dignity and respect irrespective of their status in the workplace. Workers are not slaves but free-born who are using their skills to contribute to the development and profit margin of an organisation. Pursuant to this, they deserve ample welfare facilities and services which should be provided by the employers in addition to wages and salaries. Part of the reason why workers' rights and welfare is very significant is that workers need to work in places where the environment is devoid of tension and rancour in order to be productive. It should also be provided based on the feeling of care and

compassion to the workers considering that some of them will spend the whole of their life working for the organisation. While some organisations are taking the responsibility to provide welfare facilities and services, others are avoiding them. The perception of those companies not providing welfare facilities for their employees is that it is an unnecessary burden to them. The provision of welfare facilities is however mandatory under most company's law and must be statutorily provided for.

### Research Questions

The study attempts to answer the following research questions;

1. To what extent does statutory welfare correlate with job commitment of workers in Rivers State Ministry of Health?
2. To what extent does voluntary welfare correlate with job commitment of workers in Rivers State Ministry of Health.

### Purpose of the Study

The purpose of this study is to investigate workers' welfare and job commitment in health sector in Rivers State. Specifically, the study seeks to:

1. examine the correlation between statutory welfare and job commitment of workers in Rivers State Health Sector.
2. investigate the correlation between voluntary welfare and job commitment of workers in Rivers State Health Sector.

### Hypotheses

H01: There is no significant relationship between statutory welfare and job commitment of workers in Rivers State Ministry of Health.

H02: There is no significant relationship between voluntary welfare and job commitment of workers in Rivers State Ministry of Health.

## II LITERATURE REVIEW

### Concept of Health

The concept of health as a balance between a person and the environment, the unity of soul and body, and the natural origin of disease, was the backbone of the perception of health in ancient Greece. Similar concepts existed in ancient Indian and Chinese medicine (Svalastog, Nina Kristoffersen & Gajović, 2017).

According to the World Health Organisation (WHO, 2006), health is defined as a state of complete physical, psychological and social wellbeing and not merely the absence of disease or infirmity. This is consistent with the biopsychosocial model of health, which considers physiological, psychological and social factors in health and illness, and interactions between these factors. It differs from the traditional medical model, which defines health as the absence of illness or disease and emphasises the role of clinical diagnosis and intervention. The WHO definition links health explicitly with wellbeing and conceptualises health as a human right requiring physical and social resources to achieve and maintain.

Huber et al., (2011) proposed a new definition of health as 'the ability to adapt and to self-manage, which includes the ability of people to adapt to their situation as key to health. It also acknowledges the subjective element of health; what health and wellbeing mean will differ from one person to the next, depending on the context and their needs. This is considered by many to be a limitation of broader definitions of health, on the grounds that wellbeing is neither objective nor measurable.

### Concept of Workers' Welfare

Workers' welfare is a term that includes the perks and benefits provided to the employees of the organisation apart from their regular salary or remuneration. The main motive of serving employee benefits services is to improve or enhance the employee's well-being. Employee welfare measures are the efforts made by the employer to bring the desired results by motivating and satisfying their employees. An organisation should always treat employee welfare measures as their investment rather than an expense as satisfied personnel will always provide a satisfying result in return (Prachi, 2021).

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 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 a longer duration. The welfare measures are not only in monetary terms but in any kind of form. Activities carried by the employer for the employee's benefit are known as the measures of employee welfare. There are two types of employee welfare, which include: statutory welfare and voluntary welfare.

### Statutory Welfare

Statutory welfare or benefits decided or set up by the government as a legal obligation for an employer for safeguarding the employee's interest at their workplace are the statutory measures which include: working hours limit, providing first aid facility, health benefits, canteen facility, drinking water facility, sanitation facility, washing facility, and maternity benefits

### **Voluntary Welfare**

Voluntary welfare are the measures that are voluntarily provided by the employer to the employees without and legal obligation just to facilitate them as much as the employer can. Examples of voluntary measures: recreation facility, education facility, transport facility, free meal facility, wedding facility, burial facility etc..

### **Concept of Job Commitment**

The concept of commitment in the workplace remains a much-researched topic and an intriguing trait of employee behaviour. Studies in this area have also affected the conceptualisation of commitment towards the job, occupation, the workgroup, representative employee bodies, and work itself (Aneet, 2018). Success in today's competitive market depends less on advantages associated with economies of scale, technology, patents but are more derived from organisational human resources and high involvement of human resource management practices (Masood, 2017). For an organisation to be more effective it should have skilful and innovative employees to work and should also try to retain them. There is not a single HR Practice which a company aspires to retain its employees. There are different HR Practices which a company combines to manage its HR system. A company should always combine the "Number of Best HR Practices" which they should implement for the survival and sustainability of the organisation.

However, "Best practices" in HR are subjective and transitory. Best human resources practices are said to enhance the internal capabilities of an organisation to deal with current or future challenges to be faced by an organisation. Good HRM practices also energize people working in the organisation. Commitment and turbulence (Aneet, 2018). In essence, outstanding Human Resource Management (HRM) practices lead to high organisational commitment and different researches in USA and now Britain justifies this assertion (Marchington, & Wilkinson, 2018). Thus, many types of research show that the organisational commitment of employees plays a very important role in the increased efficiency of employees and organisation. There are different HR Practices for organisations to adopt which should contribute to the organisation bottom line, areas such as recruitment, selection, training, development and performance appraisal which should be consistent, integrated and strategically focused.

Firms, as well as organisations, need to build long-term commitment to retaining their workforce. Good employees are supposed to have such characteristics as high satisfaction with their jobs, high commitment towards the organisation, high motivation to serve the public and strong intentions to work for the organisation willingly and devotedly (Lamba, 2014).

### **Types of Employee Job Commitment**

There are three different types of employee job commitment, namely affective commitment, normative commitment and continuance commitment (Question Pro, 2021):

#### **Affective Commitment**

Affective commitment relates to how much employees want to stay at their organisation. If an employee is effectively committed to their organisation, it means that they want to stay at their organisation. They typically identify with the organisational goals, feel that they fit into the organisation and are satisfied with their work. Employees who are affectively committed feel valued, act as ambassadors for their organisation and are generally great assets for organisations (QuestionPro, 2021; Jay, 2021).

#### **Normative Commitment**

Normative commitment relates to how much employees feel they should stay at their organisation. Employees that are normatively committed generally feel that they should stay at their organisations. Normatively committed employees to feel that leaving their organisation would have disastrous consequences, and feel a sense of guilt about the possibility of leaving. Reasons for such guilt vary but are often concerned with employees feeling that in leaving the organisation they would create a void in knowledge/skills, which would subsequently increase the pressure on their colleagues. Such feelings can, and do negatively influence the performance of employees working in organisations (QuestionPro, 2021; Jay, 2021).

#### **Continuance Commitment**

Continuance commitment relates to how much employees feel the need to stay at their organisation. In employees that are continuance committed, the underlying reason for their commitment lies in their need to stay with the organisation. Possible reasons for needing to stay with organisations vary, but the main reasons relate to a lack of work alternatives, and remuneration (QuestionPro, 2021; Jay, 2021)

### **Workers' Welfare and Job Commitment**

Employee welfare raises the company's expenses but if it is done correctly, it has huge benefits for both employer and employee. Under the principles of employee welfare, if an employee feels that the management is concerned and cares for him/her as a person and not just as another employee, he/she will be more committed to his/her work. Other forms of welfare will aid the employee in financial burdens while welfare activities break the monotony of work (Luenendonk, 2017; Muthoni, Nwaura & Waweru, 2020). An employee who feels appreciated will be more fulfilled, satisfied and more productive. This will not only lead to higher productivity but also satisfied customers and hence profitability for the company. A satisfied employee will also not go looking for other job opportunities and hence an employer will get to keep the best talents and record lower employee turnover. During employment, the offered benefits will determine whether an employee commits to an organisation or not. As such, good employee welfare enables a corporation to compete favourably with other employers for the recruitment and retention of quality personnel (Luenendonk, 2017).

Good employees are supposed to have such characteristics as high satisfaction with their jobs, high commitment towards the organisation, high motivation to serve the public and strong intentions to work for the organisation willingly and devotedly (Shani, 2021). The work of Osterman (2019) focuses on the production sector, where he examined the nexus between staff productivity and staff welfare: the result shows a positive relationship between the variables under study and based on the finding it was concluded that staff productivity is a function of staff welfare. Abu (2016), conducted a study on the role of employee total output per day and the reward system, using Berger construction company Abuja as a case study, dwelling more on primary data, the chi-square statistical tool was used to test the hypotheses which reveal a strong relationship between the variable, which states that employee output increases as their daily pay increases.

In addition, Okpara (2014) conducted a study in Nigeria on the effect of employee welfare on employee commitment in public organisations. The study applied a descriptive survey research design and the sample population was drawn from public corporations. The study findings indicated lack of good employee welfare programmes in terms of health benefits and retirement plans lowered the level of employee work motivation and this negatively led to a declined level of employee commitment. The study concluded that employee welfare programmes in terms of health benefits, housing benefits and retirement plans played a key role in the improvement of the level of employee commitment in many organisations. However, the study findings did not explain the effect of management style on employee commitment at Kenya Judicial Service Commission as the study scope was limited within the UK context. A study by Okalo (2012) on the effect of employee welfare programs on employee commitment in Kenya public sector organisations using descriptive research design revealed that lack of better employees welfare programmes in many Kenyan state corporations was a major reason that led to a low level of employee commitment and declined rate of employee retention.

A study by Kinuthia (2013) on the effect of employee welfare programs on employee commitment in Kenya public sector organisations using a case design, also identified that many Kenyan state corporations lacked better employee welfare programmes and this led to poor employees and employer relations, a situation that led to cases of industrial strikes and declined rate of employee retention which negatively impacted on the level of employee commitment. A study by Okumu (2012) on the role of employee welfare on employee commitment in the health sector using a survey design, identified that lack of good employee welfare programmes in terms of housing, health benefits, insurance plans and retirement plans lowered the level of employee job satisfaction and this negatively led to a declined level of employee commitment.

### **Factors influencing workers' productivity**

Knowing the factors that influence productivity is a prerequisite to improving workers' performance. Identification of the specific limits to productivity in a workplace can yield opportunities for significant productivity gains in the organization. Therefore, every administration must apply the following:

#### **i. Reward and Motivation**

Reward to workers acts as a source of motivation. Motivated workers work harder. These rewards could be in form of a good package, favourable working conditions, review of wages and salaries to promote efficiency. Vroom (1964), in Sapru, (2013), opined in his Expectancy Theory of Motivation, that workers will be motivated to exert a high level of effort when they perceive that the effort will lead to good performance appraisal, and a good appraisal will result in administrative rewards like a bonus gratifying the workers' personal goals. His ideas proved that there is a relationship between workers' personal goals and that of the administration. Armstrong and Murlis (2008), hypothesize thus;

"reward management is concerned with the formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the administration". It deals with the implementation and maintenance of reward processes and practices that are geared towards the improvement of administrative team and individual performance.

For Koretz (1995), "postulate that it is good to create total reward processes that are based on beliefs about what the administration values and wants to achieve, reward staff for the value they create, support the development of performance culture, and facilitate the attraction and retention of the skilled and competent staff the civil service needs, thus develop a positive employment relationship and the psychological contract." The reward does not only mean monetary but also non-financial rewards like words of affirmation, incentive scheme, recognition, increased responsibility and the opportunity to achieve and grow. All administrations are concerned with what should be done to achieve sustained high levels of productivity through the efforts of people. This means giving close attention to how individuals can best be motivated through such means as incentives, rewards, leadership and, importantly the work they do and the administrative context within which they carry out that work (working environment). The aim is to develop motivation processes and a work environment that will ensure that individuals deliver results in accordance with the expectations of the administration.

Arnold, Robertson & Cooper (1991), there are three components of motivation;

- (i) direction – what a person is trying to do;
- (ii) (ii) effort – how hard a person is trying; and
- (iii) (iii) persistence – how long a person keeps on trying. Motivating other people is about getting them to move in the direction you want them to go in order to achieve a result.

Motivation, according to Michael Armstrong (2002), can be described as goal-directed behaviour. McGraw (2003) viewed motivation as a set of attitudes that predisposes a person to act in an inner state that energizes, channels,



and sustains human behaviour to achieve goals. Work motivation is concerned with that attitude that channels a person's behaviour toward work and away from recreation or other areas of life. The motivation to work is likely to change as other life activities change. A number of theories have attempted to explain work motivation. The theories differ in their assumptions about how rational people are and about the degree to which the conscious and the unconscious mind direct behaviour. Most of these theories have received some research support, but none has been overwhelmingly substantiated. The administration that can determine what the work motivations of the workers are will make more effective human resource management decisions. For workers who appear to be work-oriented and motivated toward working hard, an incentive compensation system will lead to higher productivity and higher quality of work. According to Maslow (1954, in Mwenda, 2013) "human needs operate at several different levels, from basic physiological needs such as hunger to higher-level needs such as self-development and self-fulfilment". Motivating your staff is an essential part of the job of managing people.

Some managers are wondering how to improve workers productivity. However, there are a number of means for boosting workers' output. Lapses in productivity can be the result of the workplace environment, employee engagement factors or because workers simply are not getting enough time to recharge. Gensler's "2013 U.S. Workplace Survey" found that only 1 in 4 employees is in the optimal work environment, and those who aren't may feel a drain on being productive. The study suggested that workplace effectiveness has decreased since 2008. The researchers indicated that office space design may have a significant impact on output levels, but there can be other aspects that cause employees not to function at their best. Contributing significantly on How managers may encourage increased productivity. In addition to improving productivity, giving employees unique options can decrease turnover rates.

Many modern workplaces rely on both collaboration and quiet time to focus to complete projects. However, it can be challenging to balance the two, and some employees work better when they have more time to themselves. Managers may want to consider which tasks are done best in group settings and which tasks employees should do alone. Workers can also implement new technology to foster collaboration in the workplace. In some cases, giving workers the tools they need to succeed can increase office productivity. For remote workers or companies with multiple locations, video conferences and Webchat can help employees in different places connect and work on projects together. Remote work gives employees a higher degree of flexibility, which especially may help workers who have children. It also can decrease commuting time, which reduces stress. Working from home can have its distractions, but many employees enjoy having the privilege at times, and it can boost overall productivity levels

### **ii. Participation in decision making**

This is when workers are allowed to have a say in the making of decisions process that affects them and their working conditions. If management implements some change without the input of the workers, no matter how beneficial it is to them, they are likely to feel that you don't mean well for their welfare. Role ambiguity fails to restrict respective workers in their specific assignment and therefore gives birth to abnormal idle time, hence low efficiency. Low efficiency subsequently causes low productivity in the long run. Koretz (1995) cited three key low productivity factors: "inadequate supervision and non-involvement of workers' in decision-making; too much work; and insufficient rewards and chances to advance".

It is always humanly normal to feel 'outside' when implementing something that one has not been part of or shared in the planning of the same. When workers receive information of major changes as a surprise, they can resist such changes and in the process become less productive. Recreational facilities for the workers can work wonders if incorporated in the Human Resource Planning (HRP). It can help to give workers an opportunity to interact with the management, hence good employee relations. This will make workers feel valued and also free to say their views to the management. As a consequence, management is expected to provide appropriate working condition to ensure the productivity of workers to meet the required standards

### **III THEORETICAL FRAMEWORK**

The theory upon which this study is built is Herzberg Two- Factor Theory:

#### **Herzberg Two- Factor Theory:**

According to Herzberg, people felt happy when they experience job satisfaction and are also motivated through recognition, achievement, responsibility, advancement and work itself. All these are considered as an intrinsic factors (built-in) or job satisfiers or motivators. On the other hand, people's unhappiness about their work experience, lack of job satisfaction is connected with pay, company policy, supervision, administration, and relationship with peers or subordinates. Herzberg referred to these conditions as extrinsic factors or dissatisfiers. Dissatisfier reduces the effort to work; their absence can result in acts that are hostile to the organization. Frederick Herzberg is considered by many to be a pioneer in motivation theory, he interviewed a group of employees to find out what made them satisfied and dissatisfied on the job. Frederick Herzberg went to the extent of asking people to describe in detail the different situations which caused them high or low morale. It was discovered in his finding at Pittsburgh industry, where he conducted his research that the opposite of job satisfaction is job dissatisfaction. He recommended that workers can only be motivated on their jobs when they are given ample opportunities for professional growth, promotional opportunities, responsibility, recognition, and achievements which are all components of a socio-economic environment. He maintained that there are two dimensions to job satisfaction: motivation and hygiene. Hygiene issues, according to Herzberg, cannot motivate employees but can minimize dissatisfaction, if handled properly. In

other words, they can feel dissatisfied if the factors are absent or mishandled. Hygiene factors are issues related to the employee's environment (Nwachukwu, 2008). Once hygiene areas are addressed, said Herzberg, motivators will promote job satisfaction and encourage productivity. Although hygiene issues are not the source of satisfaction, these issues must be dealt with first to create an environment in which employee's satisfaction and motivation are even possible. The implication is that the employer of labour should be concerned with two views of their workers (a) What makes the workers happy and what motivates them. (b) What makes them unhappy and what causes job dissatisfaction.

### **Relevance of Herzberg Two- Factor Theory to the Current Study**

It is imperative to consider some of the relevant points which connect Herzberg's Two- Factor Theory to the current study:

- i. Motivation brings satisfaction and satisfaction brings productivity.
- ii. Motivation comes from socio-economic factors in the environment
- iii. Workers need motivation from a favourable socio-economic environment to be productive.
- iv. Workers become motivated when their socio-economic environment is conducive
- v. Socio-economic factors and Herzberg's hygiene factors have similar components which include professional growth, promotional opportunities, salary increase, shared responsibility, recognition, safety, security, good relationship between management and employees.
- vi. Herzberg believes that when hygienic factors are satisfied, workers' socio-economic environment is improved to motivate workers towards more productivity.

## **IV RESEARCH METHODOLOGY**

**Research Design:** Research design connotes a blueprint formulated to give a clear answer to the research question. Green (2008) regarded research designs as the specification of methods and procedures for acquiring the information needs. Kerlinger(1995) refer to research design as a plan structure and strategy of investigation so conceived as to obtain answers to research questions or problems. The nature of this study calls for an application of survey design which will help to identify and obtain information on the characteristics of a particular problem or issue. A survey design was used because it has the advantage of producing good responses from a wide range of people, and, at the same time provide a meaningful and accurate picture of events.

**Population of the Study:** Target population refers to the total group of individuals to which researchers are interested in generalizing the conclusions. Therefore, the target population of this study is all the staff in the mainstream Health Sector in Rivers State which is 767, according to Rivers State Ministry of Health ( 2021) where this data were obtained from. Although this figure is erratic as at the time of this study, it was 767 staff.

**Sample Size and Sampling Technique:** A simple random sampling technique was adopted in selecting the sample for the study. The questionnaires were handed over to the workers personally after the consent was granted by the Permanent Secretaries respectively. The sample size for this study was 263. This was determined using the Taro Yamane sampling method.

**Sources of Data:** The sources of data for this study are primary data (with structured questionnaires) and Secondary data from journals, books, newspaper articles, and other publications.

**Methods of Data Collection:** Primary data and secondary data were collected for the purpose of analysis through the use of questionnaires which were close-ended questions. The instrument was administered to the respondents personally at their place of work.

**Test of Validity and Reliability of the Study:** Validity refers to whether or not the test measures what it claims to measure, while the reliability of the study has to do with the consistency in the performance of the test. The instrument was considered after the supervisor and two other experts in measurement and evaluation examined the suitability and relevance of the items used in the questionnaire. The instrument was considered reliable for the study with a reliability coefficient of 0. 85% based on Cronbach Alpha analysis.

**Methods of Data Analysis:** Data from the answered questionnaires were organized and analysed using the Pearson product-moment correlation coefficient on SPSS (Statistical Package for Social Sciences). The analytical tool adopted by the researcher in analyzing the data collected for the study was the descriptive statistics to test the two hypotheses that was put forward in the study.

## **V.RESULTS AND DISCUSSION**

**Research Question 1:** To what extent does statutory welfare correlate with job commitment of workers in Rivers State Health Sector?

**Table 1.0** Mean responses of health workers on the correlation between statutory welfare and job commitment of workers in Rivers State Ministry of Health.

Items	Participants Statutory Welfare			Job Commitment		
	X	SD	Remark	X	SD	Remarks
1 Encourages organisational performance	3.33	0.01	Accepted	3.37	0.01	Accepted
2 Enhances organisational productivity	3.30	0.02	Accepted	3.16	0.00	Accepted
3 Important requirement for employees	3.54	0.01	Accepted	3.48	0.02	Accepted
4 Key to job satisfaction	3.40	0.00	Accepted	3.45	0.00	Accepted
5 Promotes organisational objectives	3.32	0.02	Accepted	3.35	0.01	Accepted
<b>Grand Mean/Std dev.</b>	<b>3.38</b>	<b>0.01</b>		<b>3.36</b>	<b>0.00</b>	
		<b>2</b>			<b>8</b>	

From the result in table 1.0 above, in response to research question 1 in items 1,2,3, 4&5 the majority of the health workers agreed that there is a correlation between statutory welfare and job commitment of workers in Rivers State Health Sector. The final grand mean also shows that the majority of the respondents generally accepted that both variables are positively inclined towards organisational performance, organisational productivity, employee job satisfaction, organisational objectives. The result also showed as revealed in response to the item, that both are a requirement for employees from the organisation.

**Research Question 2:** To what extent does voluntary welfare correlate with job commitment of workers in Rivers State Health Sector?

**Table 4.0** Mean responses of civil servants on correlation between voluntary welfare and job commitment of workers in Rivers State Ministry of Health.

Items	Participants Voluntary Welfare			Job Commitment		
	X	SD	Remark	X	SD	Remarks
1 Encourages organisational performance	3.31	0.01	Accepted	3.20	0.01	Accepted
2 Enhances organisational productivity	3.15	0.02	Accepted	3.29	0.01	Accepted
3 Enhances organisational profitability	3.32	0.01	Accepted	3.38	0.00	Accepted
4 Product of team work and efficiency	3.17	0.00	Accepted	3.14	0.01	Accepted
5 Key to job satisfaction	3.28	0.02	Accepted	3.23	0.00	Accepted
<b>Grand Mean/Std dev.</b>	<b>3.25</b>	<b>0.001</b>		<b>3.25</b>	<b>0.00</b>	
		<b>2</b>			<b>6</b>	

From the result in table 2 above, in response to research question 2 in items 1,2,3, 4, and 5, the majority of the health workers agreed that there is a correlation between voluntary welfare and job commitment of workers in Rivers State Health Sector. The final grand mean also shows that the majority of the respondents generally accepted that both variables are positively inclined towards organisational performance, organisational productivity, organisational profitability, teamwork and efficiency and job satisfaction.

**Testing of Hypotheses**

The previously stated hypotheses for the study are hereby tested below.

**Test for Hypothesis 1:** Statutory welfare and job commitment in Rivers State Ministry of Health

**Table 1.0 Pearson Correlation for Mean Scores in Hypothesis 1**

Variable	Mean Scores	Std.dev.	Obsrvn. N	Df	Pearson, r=	Z-r	Remark
<b>Statutory welfare</b>	3.38	0.05	238	236	0.887	2.29	Relationship is significant
<b>Job Commitment</b>	3.36	0.04	238				

From the result of the statistical analysis (as shown in table 1) above (as indicated by the Pearson correlation coefficient,  $r = +0.887$ , and  $Z-r = 2.29$ ) the result shows that there is a very strong positive relationship between statutory welfare and job commitment. Hence, it is logical to conclude from the findings of the study that an improvement in the statutory welfare of health workers in Rivers State Ministry of Health will in turn encourage job commitment among employees.

**Test for Hypothesis 2: Relationship Between Voluntary Welfare and Job Commitment**

**Table 2.0 Pearson Correlation for Mean Scores in Hypothesis 2**

Variable	Mean Scores	Std.dev.	Obsrvn. N	Df	Pearson, r=	Z-r	Remark
<b>Voluntary Welfare</b>	3.13	0.05	238	236	0.811	2.07	Relationship is significant
<b>Job Commitment</b>	3.20	0.04	238				

From the result of the statistical analysis (as shown in table 2) above (as indicated by the Pearson correlation coefficient,  $r = +0.811$ , and  $Z-r = 2.29$ ) the result shows that there is a strong positive relationship between voluntary welfare and job commitment. Hence, it is logical to conclude from the findings of the study that an improvement in the voluntary welfare of Rivers State Ministry of Health will in turn enhance the level of job commitment from the employees.

**VI DISCUSSION OF FINDINGS**

After critically examining the topic of this study, it was revealed from responses to the research questions that statutory welfare and voluntary welfare both have a positive correlation with a job commitment. Specifically, in response to research question 1, the majority of the health workers agreed that there is a correlation between statutory welfare and job commitment of workers in Rivers State Health Sector. The final grand mean showed that the majority of the respondents generally accepted that both variables are positively inclined towards organisational performance, organisational productivity, employee job satisfaction, organisational objectives. Also, based on the result of the statistical analysis (as shown in table 1) (as indicated by the Pearson correlation coefficient,  $r = +0.887$ , and  $Z-r = 2.29$ ) the result showed that there is a very strong positive relationship between statutory welfare and job commitment. Hence, it suggested that an improvement in the statutory welfare of health workers in Rivers State Ministry of Health will in turn boost the level of job commitment among the employees. This result is in agreement with that of Okpara (2014) who conducted a study in Nigeria on the effect of employee welfare on employee commitment in public organisations. The study applied a descriptive survey research design and the sample population was drawn from public corporations. The study findings indicated a lack of good employee welfare programs in terms of health benefits and retirement plans which was found to lower the level of employee work motivation which eventually affected the level of employee commitment. Hence, it was concluded that employee welfare programmes in terms of health benefits, housing benefits and retirement plans played a key role in the improvement of the level of employee commitment in many organisations.

In further support of the findings of this study, Okalo (2012) investigated the effect of employee welfare programmes on employee commitment in Kenya public sector organisations using a descriptive research design. He revealed that lack of better employees welfare programmes was a major reason that led to a low level of employee commitment and declined rate of employee retention. In a similar vein, Kinuthia (2013) on the effect of employee welfare programmes on employee commitment identified that poor employee welfare programmes result in poor employees and employer relations, a situation that results in industrial strikes and declined rate of employee retention which negatively impact the level of employee commitment. Also, a study by Okumu (2012) on the role of employee welfare on employee commitment in the health sector using a survey design, identified that lack of good employee welfare programmes in terms of housing, health benefits, insurance plans and retirement plans lowered the level of employee job satisfaction and this negatively led to a declined level of employee commitment.

In response to research question 2, it was equally found that voluntary welfare and employee job commitment are positively and strongly correlated. The final grand mean showed that the majority of the respondents generally accepted that both variables are positively inclined towards organisational performance, organisational productivity, organisational profitability, teamwork and efficiency and job satisfaction. Also, based on the result of the statistical analysis (as shown in the table as indicated by the Pearson correlation coefficient,  $r = +0.811$ , and  $Z-r = 2.29$ ), the result shows that there is a strong positive correlation between voluntary welfare and job commitment. Hence, it is logical to conclude that an improvement in the voluntary welfare of health workers in Rivers State Ministry of Health will in turn enhance the level of job commitment from the employees. To further corroborate these findings, Luenendonk (2017) posited that "under the principles of employee welfare, if an employee feels that the management is concerned and cares for him/her especially in the areas of the recreation facility, education facility, transport facility, free meal facility, wedding facility etc .....he/she will be more committed to his/her work". These findings were also supported by Muthoni, Nwaura and Waweru, (2020) who believe that an employee who feels appreciated will be more fulfilled, satisfied and more productive. The work of Osterman (2019) also corroborates



these findings as he revealed in his study that a positive correlation exists between staff productivity and staff voluntary welfare

### VII CONCLUSION AND RECOMMENDATIONS

The findings of this study have shown with statistical evidence that the welfare of public health care workers cannot be taken for granted as this plays a very significant role in determining the extent to which the government health institutions can achieve their organisational goals.

Based on the findings and conclusions, the following recommendations were made:

1. This study strongly recommends that government and organisations focus their attention on providing welfare packages that serve as incentives for workers.
2. Government should realize that health workers are also human beings with a lot of personal and family responsibilities. Hence, the government should look beyond only achieving their organisational goals and help improve the welfare packages of health workers while also because they face a high risk in their jobs.
3. Government and management authorities of various health agencies should also incorporate voluntary welfare packages to motivate their employees towards higher productivity.
4. Much attention should be paid to workers' welfare, by providing other remunerations in addition to prompt payment of salaries and wages. Workers should be provided housing, transportation, and health allowance as well as commendation packages for outstanding performance and productivity.

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