

Workers Welfare and Organizational Performance in Some Selected Institutions in Rivers State

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ABSTRACT

This study examines workers' welfare and organizational performance. A study of some selected tertiary institutions in Rivers State. The researcher in the cause of the investigation reviewed several scholarly kinds of literature (online materials, books, journals, etc.). Three objective questions and three hypotheses were used for the study. The study was carried out in three selected tertiary institutions in the state and a sample size of three hundred and seventy-five (375) staff was selected from a population of six thousand two hundred and thirty-three (6,233) staff that made up the study. The questionnaire was structured on a modified 4 point Likert scale of Strongly Agree (SA) 4 points, Agree (A) 3 points, Disagree (D) 2 points and Strongly Disagree (SD) 1 point. An inferential statistical tool was used for the analyses of the data. The percentage (%), mean (X) and standard deviation (SD) were used for analyses. The hypothesis was tested using chi-square. The finding shows that workers' welfare provided by institutions enables the workers or employees to take their duties and obligations very seriously. It recommends among others that the government, as well as administrators of the tertiary institutions, should endeavour to give commensurate welfare packages to staff as this will boost their morale to work and eliminate the monotony of service.

KEYWORDS: Workers Welfare, Organisation, Performance

I. INTRODUCTION

In a fast-growing world where the trend of globalization is virtually impacting every facet of life, a market economy, environment, hyper-competition and anything we may think of, the relative value or success of an organization is a product of the employee's performance. In the words of Foel et al, they viewed employee performance as a necessity where an organization is to maintain its efforts towards the actualization of predesigned goals. As in Daddie et al (2018), employees are the most important business resource that must be managed carefully to maximize return or investment and achieve business objectives.

Ricardo and Wade in Adeji et al (2018) express that performance and productivity differ, productivity tells of the volume of work executed within a space of period (time) whereas performance is wider coverage of productivity, quality consistency, as well as other important factors and further, added that performance entailed result-oriented behavior (criterion-based) and relative (normative) measures, education and training, concepts and instruments, as well as management development and leadership training, necessary for building skills and attitudes of workers. In the view of Kotter and Heskelt (1992), performance relates to the input/output relationship

and effectiveness measures, pointing to the growth of business as well the satisfaction of the workers (employees). This implies that 'performance' is to cover effectiveness, efficiency, economy, quality, consistency behaviour and other normative measures (Ricards & Wade, 2001; Koter & Heskett, 1992; Adeyi et al, 2018). Furthermore, performance means goods and services produced in a specified period about the resources in usage (Ugwuokwo, 2015 and Singh, 2009).

According to Asipoor and Amirnejad (2016), what is seen in the organization of the nation is a reflection of that lack for taking advantage of human resource factor is of limited utility and the lack of substantial use of these factors has bedevilled or caused challenges for many of the organization. Daddie et al (2018) stated that organizations have to make available different benefits to ensure workers welfare is taken care of. They added that in this era it's quite impossible to run an organization without considering offering a basic line of benefits for employee welfare. Benefits have been perceived as an employee reward and it can create a sense of ongoing employer appreciation (Ekere & Amah, 2014). Joel et al opined that the organization required highly performing employees for them to meet her goals to deliver the products and services they are specialised in and therefore, achieve competitive advantage. As stated by Gayie and Brook (2004) and Daddie et al (2018) that the provision of employees welfare facilities is to keep their levels of motivation high.

Daddie et al (2018) defined welfare to mean a state of well being and implies the wholesomeness of the human being. It is a desirable state of existence involving the mental, physical moral and emotional factors of a person. They further explained that adequate levels of earnings, as well as safe and humane condition of service coupled with accessibility to some degree of social serenity benefits, are the main qualitative dimensions of employment that improve the quality of life of employees and their productivity Cowling and Mailer, as in Ugwuokwo (2015) stated that corporate attitude or commitment shows in the expressed care for the workers at various levels, taking in consideration of their job and condition in which it is done. More so, Coventry and Barker (1988) in Ugwuokwo expressed further that the welfare of staff includes making available social club and sports facilities as appropriate, supervision of worker and staff canteens, running sick du-b& and savings schemes; handling superannuation, pension funds and leave grants, granting loan on hardship cases; arranging legal aid and giving advice on personal problems; making long service grants giving assistance to staff transferred to another location and granting fringe benefits (like payment during sickness, luncheon vouchers and other indirect benefits).

Giving priority to the welfare of workers/employees has been the unique factor propelling their productivity.

In Aslpoor and Amirnejad (2016), Daddie *et al* further stressed that increasing labour welfare, from the employer angle by offering incentives, health benefits, medical benefits and other schemes redirects workers to accept mechanization. The making available to the welfare of employees' health and compatibility of the job condition is requisite to their physical and mental state are not consider again as one privilege rather a humane function/duty and a prerequisite for the possibility of productive activities which brings about contribution to the preservation and improvement of the workforce, enhancement of efficiency, and multiplication of revenue capital.

Though this sector, like every other organization, is faced with its challenges or problems in the tertiary institutions in Nigeria, there is a general notion or compliance of underperformance of most employees in this sector. Despite this, there are, however, certain actions on the part of their employer which may have necessitated such an attitude towards their work. These may not be far from the better condition of service, increase wages and the general worker's welfare.

It is against this background that the researcher carried out this study on workers' welfare and organizational performance in some selected institutions in Rivers State.

Statement of the Problem

It is disheartening for a worker to have to suffer the fate of hardship after giving their all to their employers. This occurs when salaries are delayed and as a matter of fact things become difficult for their employee making them not to meet up with most of the social responsibilities. These are likely to slow down the productiveness of the workers leading to poor performance on their jobs or complete negligence of duty which is poor.

Amimejad (2016) argues that what is seen in the nation is a reflection of the lack of taking advantage of human resource factor and the lack of substantial use of these factors have bedevilled or caused challenges for many of the organizations, what this implies is a catch on the wellbeing of the employee would bring a better turn around for the organization and efficiency and effectiveness of the workers thus productiveness.

There are other benefits to which the employees are entitled in the cause of their job some of which include; research, leave allowance, health care, housing, overtime and so on. Despite that, most of these fringe benefits are not captured in the Trade Dispute Acts of Nigeria? a non-inclusion of it or denial could cause a rift that can adversely affect the organization. This means that the well being of workers has a way of increasing morale. While Daddie *et al* (2018) argued that increasing labour welfare, from the employee's viewpoint by offering incentives, health benefits and other schemes redirects workers to accept mechanization. This implies that providing this basic requirement of the employees will have a ripple effect on their performance and eventually yield more productiveness.

The problem of this study includes determining the factors that militate against employee performance in tertiary institutions in Rivers State and the panacea in bringing about improvement of employee welfare in order to cause effective

performance in the organization. It also investigates how much influence economic welfare schemes and others will boost performance. Drawing upon this the researcher decided to carry out a study on workers welfare and organizational performance in tertiary institution in Rivers State.

Aim and Objectives of the Study

The aim of this study is to determine the extent to which workers' welfare could facilitate performance in tertiary institutions in Rivers State.

The specific objectives are:

1. To determine the factors that militate against employee performance in some tertiary institutions in Rivers State.
2. To examine the influence of workers' welfare package on performance in tertiary institutions in Rivers State.
3. To suggest possible ways of improving workers' welfare in the organization in order to bring about effective performance.

Research Questions

To guide the conduct of this research, the following research questions are formulated:

1. What are the factors that militate against employee performance in tertiary institutions in Rivers State?
2. To what extent does workers' welfare package influence on performance of employees, of tertiary institution in Rivers State?
3. How can workers welfare be improved in the organization in order to cause effective performance?

Research Hypotheses

The following research hypotheses are further formulated to guide the study:

1. The less emphasis is placed on workers' welfare the more the factors that militate against employees performance in tertiary institutions in Rivers State.
2. The more the workers' welfare package, the more the performance of employees of tertiary institutions in Rivers State.
3. The more workers welfare is improved in organization the more it causes effective performance.

II. Methodology

Research Design: Research design is the overall strategy that one chooses to integrate the different components of the study in a coherent and logical way (Cooker (2012). According to Iwarimiejaja, (2014) described research design "as the planning of scientific inquiry, which is also an attempt to design a strategy for finding out something. Abdullah and Levine, (1979) see research design as dealing fundamentally with how the subject under investigation will be brought into the scope of the research. It is the blueprint or template which determines how data will be collected, measured, analyzed and interpreted. Okereke, (2008) views study design as where the researcher comes to grips with the methods through which data could be obtained.

The design for this study will be a descriptive survey. Anikpo, (2006) in his work described descriptive research as attempts to unravel the essential elements and characteristics of any phenomenon. It could be extensive or narrow in coverage but what is important is that it is a method of data collection common in many social science disciplines. Again adopt is the cross-sectional survey method of research design because it allows for quick, less expensive,

efficient and a more precise means of accessing data concerning the population.

The population of the Study: Will Kenton (2019) Assert that population is the entire pool from which a statistical sample is drawn. Again, in the word of Okereke, (2008), population refers to a group of people for whom a given study is intended. The population of this study will comprise of both teaching and non-teaching staff of the three (3) randomly selected tertiary institutions in Rivers State. These include one (1) Federal University - University of Port Harcourt (Uniport) and two (2) state universities which are Rivers State University (RSU) and Ignatius Ajuru University of Education (IAUE). A total of three (3) universities with staff strength of sixthous and two hundred and thirty-three (6,233) were considered for this research.

Table 3.1: Number of staff in the tertiary institutions randomly selected in this study

S/N	Tertiary Institutions	Number of Staff
1.	Uniport	4376
2.	RSU	1870
3.	IAUE	287
	Total	6233

Source: Federal and State Ministry of Education (2019)

Sample and Sampling Technique: Sampling has to do with taking any fraction of a population as a representation of a whole population. However, this means that the finding and conclusion reached from the samples may as such be equally true of the population (expected population) in general (Okereke, 2008). Because the population size (6,233) is very large, the investigator/researcher would intend to apply the Taro Yemeh sample size determination function as Seer below:

$$n = \frac{n}{1 + N(a)^2}$$

Where

- n = Sample size
- N = Population size (6,233)
- a = Level of significance (0.05)

$$n = \frac{6233}{1 + 6233(0.05)^2} = 375.93$$

∴ 375

The stratified sampling technique was used for the study. This is to ensure an even distribution of respondents. Each institution will be entitled to 125 respondents.

Method of Data Collection: The main instrument used for the collection of data was the questionnaire, the questionnaire has a unique advantage and it is adequately constructed and administered, it serves as the most appropriate and useful data gathering device (Okereke, 2008; Tantua, 2015). The instrument for this study will be the worker's welfare and organizational performance (WWOP) questionnaire to yield demographic data on the respondent. While Section B is designed to yield on the variables of the study. The questionnaire is structured on a modified 4 points like scale as follows, Strongly Agree (SA) 4 Points, Agree (A) 3 points, Disagree (D) 2 points, Strongly Disagree (SD) 1 point. Furthermore, the researcher administered the questionnaire with the help of three (3) research assistants who were adequately trusted for the exercise. This will ensure quick administration of the questionnaire and also easy retrieval of the questionnaire.

Validity and Reliability of Research Instrument:

According to Messick, (1989) validity is the degree to which empirical evidence and theoretical rationales support the adequacy and appropriateness of interpretation in an action, based on test scores. While for Fraenkel and Wallen, (2003), reliability suggests the degree to which a test is free from measurement errors since the more measurement errors occur the less reliable the test. After the development of the questionnaire, copies were given to the project supervisor and other experts for vetting for face and content validity. Their suggestions, corrections and recommendations will be applied in consideration during the final draft of the instrument.

The reliability of the instrument will be obtained through a test method. In this method, the researcher will administer 15 copies of the questionnaire to respondents outside the sample of the study. Two weeks later, the sample instrument will be administered to the same respondents.

Method of Data Analysis: Data obtained through the administration of questionnaires on respondents were analyzed using sample percentage, mean and standard deviation. Section A will be analyzed using percentage while Section B will be analyzed using mean, standard deviation and chi-square for the test of the hypothesis. The formula for Chi-Square (x²) is:

$$\sum_{i=1}^r \sum_{j=1}^c \frac{(O_{ij} - E_{ij})^2}{E_{ij}}$$

Where

- X² = Chi-Square
- ∑ = Summation of all items in 1 item
- O_{ij} = Observed frequency
- E_{ij} = Expected frequency

III. Data Presentation and Analysis

In this chapter data of the respondents are presented and discussed as follows:

**Research Questions
Demographic Data**

Table 1: Gender of Respondents

Gender	Frequency	Percentage (%)
Male	244	65
Female	131	35
Total	375	100

Source: Federal and State Ministry of Education (2019)

In table 1, the male workers (respondents) were 244 respondents representing 65% while the female worker's were 131 respondents representing 35%. This that there was 86% increase above their female counterpart, which is an indication of more participation of male workers in the process.

Table 2: Age Bracket of Respondents

Age	Frequency (N)	Percentage (%)
Below 25 years	30	8
26 - 39 years	80	21
40- 55 years	180	48
55 years above	85	23
Total	375	100

Source: Federal and State Ministry of Education (2019)

Table 2 shows the age bracket of the workers in the selected institution. Their responses showed that ages between 40-55 were higher (48%) which is followed by age 56 and above (23%). The ages between 25 and 39 were lower in respondents, which are between 8% and 21% respectively.

Table: Marital status of respondents

Marital Status	Frequency (N)	Percentage (%)
Single	100	27
Married	242	64
Divorced	33	9
Total	375	100

Source: Federal and State Ministry of Education (2019)

Table 3 above indicates that 242 respondents representing 64% of married couples participated in the process, compared to singles and divorced respondents who are but only 100(27%) and 33(9%) respectively.

Table 4: Service Length of Respondents

Service Length	Frequency(N)	Percentage (%)
Less than 5 years	40	11
5-10 years	143	38
Above 10 years	192	51
Total	375	100

Source: Federal and State Ministry of Education (2019)

Table 4 reveals that there are more respondents from those who have put in 5 years to 10 years of service which is followed by those whose years in service are above 10 years with the least from those less than 5 years in service.

Table 7: Shows factors militating against employee performance in tertiary institutions in Rivers State

Items	Respondents Frequencies				Total (N)	Mean (\bar{x})	Standard Deviation (SD)	Remark
	SA	A	D	SD				
7	145	121	64	45	375	3.0	10.3	Accepted
8	162	102	51	60	375	3.0	10.4	"
9	188	125	42	20	375	3.3	11.6	"
10	173	144	33	25	375	3.2	11.6	"
11	165	106	63	38	375	3.1	10.7	"
12	180	129	49	17	375	3.3	11.5	"
Total	1016	727	302	205	2,250	3.2	-	"

Table 7 shows that respondents remarked items seven through 12 with acceptance. Minimum mean (\bar{x}) 3.0 (items 7 & 8), while the maximum mean is 3.3, items 9 and 12.

Table 8: Shows influence of workers welfare package on the performance of employees of tertiary institutions in Rivers State

Items	Respondents Frequencies				Total (N)	Mean (\bar{x})	Standard Deviation (SD)	Remark
	SA	A	D	SD				
13	193	147	27	8	375	3.4	12.4	Accepted
14	182	134	24	35	375	3.2	11.6	"
15	196	104	55	20	375	3.3	11.6	"
16	177	112	60	26	375	3.2	11.1	"
17	193	148	20	14	375	3.4	12.4	"
18	200	145	16	14	375	3.5	12.6	"
Total	1,141	190	202	117	2,250	3.3	-	"

Table 8 shows that all items for thirteen (13) through eighteen (18) were accepted. The minimum mean (\bar{x}) 3.2 (item 14 & 16) while the maximum mean (\bar{x}) is 3.5 (item 18).

Table 5: Academic qualifications of respondents

Qualifications	Frequency(N)	Percentage (%)
Professor	15	4
Ph.D	100	26
Masters	85	23
Bachelor's Degree	150	40
Diploma	25	7
Total	375	100

Source: Federal and State Ministry of Education (2019)

The above table 5 indicates that most of the workers who participated in the process have Bachelor's degree with 150(40%), followed by PhD with 100 respondents (26%), 85 respondents representing (23%) were Masters, 15 respondents represented (4%) were professors while 25 respondents representing (7%) were diploma.

Table 6: Institution Attended by Respondents

Respondents by Institution	Frequency(N)	Percentage (%)
Uniport	125	34
RSU	125	33
IAUE	125	33
Total	375	100

Source: Federal and State Ministry of Education (2019)

The above table 4.6 shows an even distribution of frequency (125 respondents) but Uniport was considered 34% to balance the percentage (simple balloting).

Table 4.9: Shows respondents’ frequencies on workers’ welfare can improve organization in order to cause effective performance

Items	Respondents Frequencies				Total (N)	Mean (\bar{x})	Standard Deviation (SD)	Remark
	SA	A	D	SD				
19	190	143	28	14	375	3.4	12.1	Accepted
20	102	89	123	61	375	2.6	9.7	"
21	178	132	45	20	375	3.3	11.6	"
22	150	108	85	32	375	3.0	10.4	"
23	163	141	47	30	375	3.2	11.2	"
24	189	98	47	41	375	3.2	11.2	"
Total	972	711	369	197	2,250	3.1	-	"

In table 9 above, it can be explained that item 19 has a maximum mean (\bar{x}) 3.4 while item 20 has the least mean (\bar{x}) 2.6. The remark shows that all the items responded to were accepted.

Test of Hypotheses

Hypothesis 1: The fewer emphasis is placed on workers’ welfare the more the factors that militate against employee performance in tertiary institutions in Rivers State.

Table 10: Chi-square

Sign.	df.	X ² _{table}	X ² _{cal}
0.05	15	24.996	33.196

Hypothesis 2: The more the workers’ welfare package the more the performance of employees of tertiary institution in Rivers State.

Table 4.11: Chi-square

Sign.	df.	X ² _{table}	X ² _{cal}
0.05	15	24.996	33.543

Hypothesis 3: The more workers welfare is improved in organization the more it causes effective performance.

Table 12: Chi-square

Sign.	df.	X ² _{table}	X ² _{cal}
0.05	15	24.996	26.115

Discussion of Findings

Table 7 investigated factors militating against employees’ performance in tertiary institutions in Rivers State. Discovered respondents that 145 and 121 employees strongly agreed and agreed that, management subordinate relationships affect workers’ performance. 64 and 45 respondents disagreed and strongly disagreed with the suggestion. 162 and 102 respondents strongly agreed and agreed that reward affects workers in tertiary institutions in Rivers State, 51 and 60 respondents of the institutions studied disagreed and strongly disagreed with the opinion. 188 and 125 respondents strongly disagreed and disagreed that the working condition of staff in tertiary institutions in Rivers State impacted employees’ performance, 42 and 20 respondents disagreed and strongly disagreed with the view.

173 and 144 respondents strongly agreed and agreed that career movements militate against workers performance. In this setting, it is assumed that workers are not allowed to attend seminars, workshops, orientations and sometimes in-service training. 33 and 25 respondents disagreed and strongly disagreed with the idea. 168 and 106 respondents have impacted and agreed that unhealthy unionization has impacted workers’ performance in tertiary institutions in Rivers State, 63 and 38 respondents disagreed and strongly disagreed with the opinion. 180 and 129 respondents strongly agreed and agreed that teamwork is a factor militating against workers’ performance in tertiary

institutions, 47 and 17 respondents disagreed and strongly disagreed with the notion.

Table 10 shows that the chi-square calculated is 33.193. Chi-square (X²) table is 24.996 at 15 degrees of freedom, 0.05 level of significance. The chi-square calculated is greater than the chi-square (X²) table at 0.05 level of significance, 15 degrees of freedom hence, the hypothesis (H₀₁) which says “The fewer emphases is placed on workers’ welfare the more the factors that militate against employee performance in tertiary institutions in Rivers State” is accepted. This is supported by the view of Aslpoor et al (2016), which posited that these days, organizations (tertiary institutions inclusive) or realization of the very competitive nature entails in welfare, are using it as a means of attracting manpower and retaining staff. This is also supported by the view of Mishra and Manju (2007) which stated that employee welfare is a comprehensive term that refers to the various services, benefits and facilities offered by the employer to the employees and to keep them happy and contented. In this setting, workers’ welfare provided by the institution enables the workers or employees to take their duties and obligations very seriously. In the light of the above, employees will be conscious to work and provide effective imagination on improving their roles. The view of the study is supported by Harika (2010) who noted, that the effectiveness or success of welfare activities is solely linked to the approach enclosed during the provision of such activities and is being ideally guided by moral and human values as it relates to the employee.

In table 8, it was deduced, from the analysis that workers’ welfare has an essential role or influence on the performance of employees in tertiary institutions in Rivers State. Accordingly, item 13 reveals that 193 and 147 respondents strongly agreed and agreed that, inadequate workers’ welfare package discourages the optimum performance of workers in tertiary institutions in the state. 27 and 8 respondents disagreed and strongly disagreed with the view. 182 and 134 respondents strongly agreed and agreed that poor workers welfare is the poor staff performance in tertiary institutions in Rivers State, 24 and 35 respondents disagreed and strongly disagreed with the opinion.

The reason may be that after all, workers in tertiary institutions in the state are not the least paid in the country. 196 and 104 respondents strongly agreed and agreed that the welfare package of employees downplays the ability to plan and be able to undertake work in an organized manner. 55 and 20 respondents disagreed and strongly disagreed with the idea. As humans, employees have their goals to reach, mission in life, aspirations, commitments, focus and

expected ends. When the payment is not tending towards their actualization, there is bound to be negligence of duty and work becoming monotonous.

177 and 112 respondents strongly agreed and agreed that workers' welfare impact on staff ability to suggest meaningful new clues to boost their work performance or morale. 60 and 26 respondents disagreed and strongly disagreed with the suggestion. 193 and 148 respondents strongly agreed and agreed that poor workers welfare packages affect staff adherence to the ethics of tertiary institutions in Rivers State. 20 and 14 respondents disagreed and strongly disagreed with the notion. 200 and 145 respondents strongly agreed and agreed that the poor performance of tertiary institutions employees in Rivers State is due to welfare package to them. 16 and 14 respondents disagreed and strongly disagreed with the view.

Again, table 11 shows that the chi-square calculated is 33.543. The Chi-square table is 24.996 at 0.05 level of significance, 15 degrees of freedom. The chi-square (X^2) calculated is greater than the chi-square (X^2 table), $33.543 > 24.996$. Therefore, the hypothesis which says "The more the workers' welfare packages the more the performance of employees of tertiary institutions in Rivers State" is accepted.

This is supported by the view of Armstrong (2013) in Jeng (2010) which maintains that a welfare package for employees is a makeup of both outcome and behaviour. This implies that welfare packages accomplish both conscious and non-conscious aspects of workers. When a worker is deprived of a welfare package, his physical countenance is affected and people know this on the ugly and unfriendly face, which reflects in behaviour. This is also supported by the notion of Ugwuokwo (2015) in Lenz (1980) who declared that organizational achievement or performance is with respect to criteria.

Finally, table 4.9 shows that 1.90 and 143 respondents strongly agreed and agreed that, good and effective pension life assurance, credit facilities to workers as welfare will improve their performance in Rivers State. 28 and 14 respondents strongly agreed and agreed that a better and health-wise canteen, restroom and lunchroom made available will improve staff and employees' performance. 123 and 61 respondents disagreed and strongly disagreed with the idea. 178 and 132 respondents strongly agreed and agreed that adequate medical facilities for employees' health will increase their performance, 45 and 20 respondents disagreed and strongly disagreed with the suggestion.

150 and 108 respondents strongly agreed and agreed that even accessibility to education facilities and instructional aide by staff will lead to improved performance. 85 and 32 respondents disagreed and strongly disagreed with the view. 163 and 141 respondents strongly agreed and agreed that the provision of housing facilities for employees will improve their performance in tertiary schools. 41 and 30 respondents disagreed and strongly disagreed with the suggestion. 189 and 98 respondents strongly agreed and agreed that job security in tertiary institutions in Rivers State will enhance workers' performance. 47 and 41 respondents disagreed and strongly disagreed with the notion.

Table 12 shows that the chi-square calculated (X^2_{cal}) is 26.115. The chi-square table (X^2_{table}) is 24.996 at 0.05 level of

significance, 15 degrees of freedom. The chi-square calculated (X^2_{cal}) is greater than the chi-square table (X^2_{table}) at 0.05 level of significance, 15 degrees of freedom. Hence, the hypothesis which says, "The more workers welfare is improved in an organization the more it causes effective performance" is accepted. This is supported by the study conducted by Waittu, Kihara and Senafi (2017) in Kenya, which reveals that provision of occupational health, successive plans, training and development of staff through in-service training, workshops, seminars, orientations, employees referral scheme and increment in remuneration policies. If staff or employees are not properly given the needed welfare initiatives or packages, workers parade non-challant attitude to work.

Conclusion and Recommendations

The tertiary institutions in Rivers State just like much other organization plays a vital role in the circuit of government as well as the general society. So, the issue of workers' welfare remains a cardinal point as in the directing of the affairs of things and its smooth running.

Though, there might be bias as to why should much of privileges be given to the staff of the tertiary institution than others since they are part of the same government. However, the position of the tertiary institutions to the growth and development of the state for which it is housed cannot be undermined if all things are equal. And that their welfare as to the organizational performance should be seen as sacrosanct for any given management as well as the government and try to introduce issues that will serve as a boost to performance such as management subordinate relationship as well as career movement among others such as to avert underperformance among workers.

Again, an adequate welfare package should be harmonized since it motivates workers to perform effectively. More so, as humans, employees have dreams and aspirations and believed that such goals be met in course of working/performing their job and when such is not attained, there is bound to be negligence of duty which disrupts the plans of the organization/employer.

Finally, an adequate welfare scheme is made available to the workers to address some basic needs and improve workers' performance.

Based on the findings of the analyzed data, the researcher provides the recommendations below.

1. Since welfare to an employee is a positive catalyst in motivating them physically, emotionally, psychologically and material-wise, the government should endeavour to give commensurate welfare packages to staff as this will boost their morale to work and eliminate minority of service.
2. School management should provide modern teaching/instructional aids to teaching staff/leaders and contemporary ICT equipment to non-teaching staff to awaken their quest for better teaching delivery, effective learning and staff services to the people.
3. The government should regularly step up the welfare packages given to employees, recognizing the more competition in goods and services due to ever-growing population in the environment in order for them to meet their immediate demands and have clear conscience to do their work.

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