



## WELFARE MANAGEMENT AND PERFORMANCE OF LECTURERS IN HIGHER INSTITUTIONS IN BAYELSA STATE, NIGERIA

**APPIAH KINGSLEY .Z. ALAOWEI**

Department of Business Education, Isaac Jasper Boro College of Education, Sagbama,  
Bayelsa State  
zikalanelson1@gmail.com  
09061795033

### **Abstract**

The study examined the impact of welfare management on lecturers' performance in Bayelsa State. The specific objectives were to determine the effect of fringe benefits on the commitment of lecturers, and ascertain the effect of employee services on the quality of work of lecturers in Bayelsa State. The descriptive survey research design was used for the study. The target population of the study comprises all Academic staff in five Bayelsa State owned Tertiary Institutions: A sample of 50 respondents was obtained using convenience sampling technique, 10 from each selected higher institution were asked to participate in the research, with a self-administered questionnaire, however, and only 40 questionnaire were successfully completed. After checking the 40 questionnaires, the researcher found out that 10 questionnaires were not filled completely, 5 were turned and another 5 were soiled with palm oil as such they were all removed for data analysis. Based on this, only 20 complete questionnaires were used for data analysis. From the results of the study, fringe benefits had no significant effect on the commitment of lecturers ( $r = 0.186$ ,  $r^2 = 0.0355$   $P \leq 1$ ). Employee services had no significant positive effect on the quality of work of lecturers in Bayelsa State (with  $r = 0.165$ ,  $r^2 = 0.027$   $P \leq 1$ ). Recommendations includes that the State Government should pay the 13<sup>th</sup> month yearly Christmas holiday bonus to all categories of workers, including lecturers in the State higher institutions. The State Government should pay educational development reimbursement benefit to all lecturers who sponsor themselves to attain higher qualifications amongst others.

**Keywords:** Welfare, Management, Fringe benefits, Employee services, Performance

### **Introduction**

Welfare management involves planning and procurement of welfare benefits and services for the maintenance of workers for improved life, comfort and Organizational productivity. Welfare management extends beyond wages and salaries administration, encompassing the assurance of the physical, mental and social wellness of the worker, detailing health support, work-life balance, safety aimed at increasing morale and retention. Key aspects of employee welfare includes: physical care, helping workers stay healthy, professional development, helping workers get better at their job, providing financial aids and advise, giving help with money like retirement planning, social connection for making workers feeling as members of a team/ family with fun activities, like end of year parties, football matches, burial support for deceased parents. Providing emotional support for mental health and aligning the worker to the purpose of the organization by providing occupational work behavior ethics. (Zoe, 2024).

Key essential components of modern welfare management involves health and wellness programmes, provision of workplace resources, assurance of mandated government benefits like gratuities, housing funds, provision of flexible working hours and professional development. (Zoe, 2024). Performance is described as behavior that accomplishes results, measured by commitment to organizational activities and quality of products/ services (Armstrong & Taylor, 2014; Javad et al., 2014). Tasks characteristics of lecturers as detailed in their job description, spans from teaching and curriculum development, student assessment and support, research and scholarship, administrative duties, to professional development (Peters, 2025). For attainment of required skills and qualifications in subject expertise,



requiring a Masters degree or PhD in the relevant field, strong communication skills and passion for teaching. (Peters, 2025).

### **Problem of the Study**

Employee welfare measures are Fringe benefits and services covering social security, medical aid, canteen facilities, recreational facilities, housing, and transportation. Welfare management improves the life of the working class, develops the personality of the worker through the provision of welfare needs and amenities for the enhancement of productivity and betterment of society. It can be said that when welfare increases it results to more gains to the organization because of the reciprocal effects. Therefore, it has become the responsibility of the leadership of the establishment to improve the welfare of her workers to maximize outputs. On the other hand, if the welfare of the employee is not maintained, it can give rise to problems such as low service, less innovation and lack of employee loyalty and commitment, increased absenteeism and turnover leading to decline in quality of work. The inadequacy of fringe benefits summarily shifts employee focus from performance to survival, causing a decline in work quality featured in production of substandard products, or otherwise referred to as half-baked graduates, lack of timelines and creativity/ innovation. Leading to situations where most lecturers go abroad for further studies, they do not come back to the State, after their studies, and when some are given political appointments, they don't go back to the classroom after the tenure of their appointment, increasing turnover.

### **Objectives of the Study**

The main objective of the study is to examine the impact of welfare management on lecturers' performance in Bayelsa State, however the study has the following specific objectives.

1. to determine the influence of fringe benefits on the commitment of lecturers.
2. to ascertain the influence of employee services on the quality of work of lecturers in Bayelsa State.

### **Research Questions**

The following research questions guided the study:

1. Do fringe benefits have influence on the commitment of lecturers?
2. Do employee services have influence on the quality of work of lecturers in Bayelsa State?

### **Hypotheses**

The following hypotheses were tested at 0.05 significant level:

1. Fringe benefits have no significant influence on the commitment of lecturers.
2. Employee services have no significant influence on the quality of work of lecturers in Bayelsa State.

### **Review of Related Literature**

Good welfare management is abiding to the laws that govern employee welfare and at the same time making extra effort to help keep employees healthy and committed to the organization. Employee welfare is more than just paying salary. It encompasses providing succor to the feelings, social life and money matters of employees. The organization helps her workers with her welfare programmes such as health and wellness programmes, safety and security and educational development programmes for employee growth and development. (Zoe, 2024). Key components of employee welfare includes; helping workers stay healthy with fitness programmes and medical services, helping workers to become professionals in their job. Also providing financial support like soft loans, stock benefits and retirement plans, making workers feel belonging with group social activities such as novelty football matches and end up year parties. Offering emotional support like supporting with the burial of deceased parents of employees and counseling services. And aligning the workers to the purpose of the organization. (<https://wa.me/97145588245>)(<https://wa.me/97145588245>)(<https://wa.me/97145588245>)

### **Essential Components of Modern Welfare**

#### **Policies**

In today's fast-changing business world, forward-thinking companies know how vital it is to have good employee welfare policies. These policies aim to meet the full needs of workers. They go beyond just



giving benefits, focusing on creating a work place that supports work-life balance, employee health, and a strong company culture. (<https://zoetalentsolutions.com/why-company-culture-is-key-to-successful-recruitment/>).

Therefore, components of modern welfare policies must include:

*Health and Wellness Programs:* Offering tele-health services, meditation workshops, and other wellness activities to support the physical and mental health of employees. (<https://www.forbes.com/sites/forbeshumanresourcescouncil/2021/01/25/13-wellness-program-features-to-support-your-employees/>)

*Integration of Government Schemes:* Ensuring compliance with government and benefits such as provident funds, gratuity, and maternity leave.

*Workplace Resources:* Providing the necessary tools, equipment, and safety measures to enable employees to perform their duties effectively. (<https://timetastic.co.uk/blog/excel-holiday-planner/>)

*Flexible Work Arrangements:* Implementing flexible work hours, remote work options, and other arrangements that accommodate work-life balance.

*Insurance Plans:* Offering comprehensive insurance coverage, including health, life, and disability insurance, to provide a safety net for employees and their families.

*Professional Development Opportunities:* Investing in training, mentorship programs and opportunities for career growth and advancement.

Great companies also build a culture that values open communication, appreciation, personal growth and social involvement. They offer flexible work hours, encourage “metime,” and support volunteering. This shows they really care about their employees’ wellbeing leads to better productivity, keeping employees happy, and a good company image. By meeting the varied needs of workers and creating a supportive work space, modern employee welfare policies help both employees and the company. They make the company more successful and competitive (<https://zoetalentsolutions.com/mentoring-programs-for-leader-development/>).

### **Key Types of Employee Welfare in Human Resources Management**

- **Statutory Welfare (Mandated by Law):** Includes legally required facilities such as drinking water, first-aid, crèches, canteens, restrooms, proper seating, and maternity leave.
- **Voluntary Welfare (Employer-Initiated):** Provided at the employer's discretion to improve morale and retain talent, including:
  - **Health and Safety:** Periodic health check-ups, insurance, and ergonomic workstations.
  - **Economic Welfare:** Bonuses, profit-sharing plans, and subsidized loans.
  - **Work-Life Balance:** Flexible hours, hybrid/remote work options, and paid time off.
  - **Educational/Development:** Tuition reimbursement, training, and workshops.
  - **Recreational & Social:** Gym memberships, sports events, and team outings.
- **Intra-mural and Extra-mural Welfare:**
  - **Intra-mural:** Facilities inside the workplace, such as safety measures and washrooms.
  - **Extra-mural:** Services outside the workplace, such as housing, school for children, and transportation.

### **Fringe Benefits**

Fringe benefits are the additional benefits offered to an employee, above the stated salary for the performance of a specific service. Some fringe benefits such as social security and health insurance are required by law, while others are voluntarily provided by the employer. Examples of optional fringe benefits include free breakfast and lunch, gym membership, employee stock options, transportation



benefits, retirement planning services, childcare, education assistance, etc. Generally, fringe benefits are provided by the employer, even if the actual provider is a third party. This is because the employer is the party that pays for the benefit that is provided to the employee. Similarly, the employee is usually the recipient of the benefit, even if its use is extended to other family members. (Powell, 2015) Fringe benefits can be categorized into two categories. Some benefits are required by law and others are provided at the employer's discretion (Powell, 2015).

### 1. Fringe benefits required by law

The mandatory fringe benefits are intended to provide employees with medical care, mitigate them from economic hardships in the event they lose employment, and provide them with retirement income to sustain them during retirement. The following are some of the mandatory fringe benefits that employers are required to provide:

#### Health insurance

This fringe benefit is contained in the Patient Protection and Affordable Care Act. It requires businesses that employ more than 50 people to provide healthcare plans, and employees are required to have health insurance coverage. The health care plans cover visits to primary care physicians, specialist doctors, and emergency care.

#### Medical leave

Businesses that employ over 50 employees are required by law to provide family and medical leave to an employee who has worked for over one year in the company.

#### Worker's compensation

The worker's compensation benefit is administered by the Department of Labour to federal workers who are injured at their workstation or acquire an occupational disease.

### 2. Fringe benefits not required by law

The following benefits are provided at the employer's discretion. On the side of the employer, most of these benefits are taxable, but with certain exceptions. Examples of these fringe benefits include:

- Stock options, Disability insurance, Paid holidays, Education reduction, Retirement planning services, Life insurance, Paid time off, Commuter benefits, Achievement awards, Fitness training, Employee discounts and Meal plans

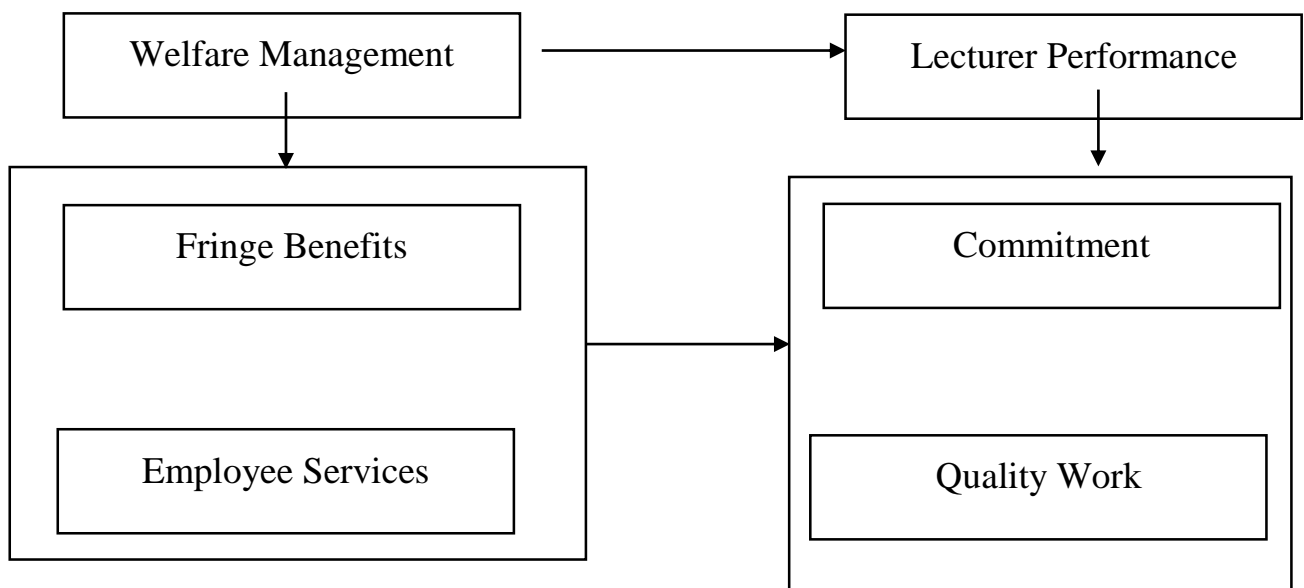
**Employee services** these are programs, benefits, and tools provided by employers to support staff well-being, improve retention, and boost productivity. Common examples include health insurance, paid time off, educational assistance, child care, and on-site fitness facilities. Key Aspects of Employee Services are:

- Employee Welfare Services: These enhance work-life balance, reduce stress, and improve the employer's image. Examples include counseling, elder care assistance, and financial planning.
- Employee Self-Service (ESS) Platforms: Digital, secure portals that allow staff to independently manage personal information, update records, and access HR documents, reducing dependency on HR staff.
- **Types of Employee Services:**
  - Financial & Career: Tuition assistance, retirement plans, and financial coaching.
  - Health & Wellness: On-site gyms, health programs, and, in some cases, child care assistance.
  - Convenience: On-site services, flexible hours, and remote work support.



- Providing medical, canteen and allied benefits to employees is a demonstration of care beyond wages and salaries. This endears the employee to the organization and makes his loyalty and commitment to the organization to soar.
- Canteen services helps the individual members of the organization to sustain their energy levels, reduce fatigue and improve focus. At the same time providing a space for mental recovery, social interaction and informal collaboration for maintaining a positive and productive work culture. Bringing an undeniable connection and positive effect between medical and canteen services and employees satisfaction that bolters greater work commitment. (Executive canteen services, 2025).

### Conceptual Framework



Model of welfare management and lecturer’s performance in higher institutions in Bayelsa State.

### Fringe benefits and Commitment

Fringe benefits are an extension of the salary of a worker. Fringe benefits add beautiful colours to the salary of a worker, catering for the needs/ welfare of a worker. Acting as indirect incentives that satisfy needs not met by salaries alone, this leads to job satisfaction, increased morale, and motivation and enhanced organizational commitment (Adiele, 2025).

Fringe benefits like base pay plans, attract, retain and motivate employees leading to improved organizational performance, as they focus on maintaining the quality of life for employee services and provide a level of protection and financial security for workers for workers and their family members. (Oaya et al., 2023).

Health protection and allied fringe benefits, intrinsically linked with higher levels of satisfaction have a significant impact on employee performance and better product outcomes. Whereas, inadequate compensation and benefits are a major factor in reduced job satisfaction, often forcing workers to seek supplementary income, which divides their focus and diminishes effectiveness (Baluyos et al., 2019) And when a worker is so effective in the performance of her responsibilities, is most often found that the worker has a high belief and devotion to occupational citizenships activities, making the worker to be a highly committed to the organization. (Jaros, 1997). Hence in agreement with the general research finding that there is a positive relationship between commitment and job satisfaction arising from better pay and benefits programmes (Kallaberg & Mastekassa, 2001).



## Employee Services and Quality Work

Employee services enhances quality of work-life interconnecting to quality of work forming a cycle where high - quality internal support leads to better employee performance, resulting to superior product quality or service. Following research findings that investing in manpower training, a positive work environment and employee empowerment directly improves quality of service/ production, client satisfaction and overall production efficiency (Teryima et al., 2016).

Service benefits like health coverage, flexible work hours and professional development crates a supportive environment which significantly increases employee performance and productivity. High-quality work in turn is characterized by consistency, accurate standard of production, and strong communication, leading to overall organizational success and satisfaction of clients. Whereby, implementing employee services like canteen and staff club, health benefits foster loyalty and provide a secure workforce that is essential for sustaining a high performing and motivated team (Yadav, 2024).

## Methodology

The descriptive survey research design was used for the study. The target population of the study comprises of all academic staff in the following Bayelsa State Tertiary Institutions:

1. Niger Delta University, Wilberforce Island
2. Isaac Jasper Boro College of Education, Sagbama
3. Bayelsa State Polytechnic, Aleibiri
4. University of African, Toru-Orua
5. Bayelsa Medical University, Amarata Yenagoa

A sample of 50 respondent was obtained using Convenience sampling size, 10 from each higher institution were asked to participate in the research, with a self-administered questionnaire, however, only 40 questionnaire were successfully completed and returned. After checking the 40 questionnaires, the researcher found out that 10 questionnaires were not completed filed, 5 were turned and another 5 were soiled with palm oil as such that were all removed for data analysis. Based on this, only 20 complete questionnaires were used for data analysis

In the design of the questionnaire 5-point Likert scale format was adopted. To ensure face and content validity a pretest of every question contained in the questionnaire was carried out The instrument was validated by giving expert in management who modified and made necessary corrections for the instrument to measure what it ought to measure. Also design of the questionnaire was made to provide short and easy answers, being established that the longer the length of the questionnaire the lower the response rate. Cronbach's alpha was used to obtain reliability of the research instrument. The result gave a reliability coefficient of ( $r = 0.83$ ) showing that there is a high consistency of the items of the survey. Data was obtained from both primary and secondary sources. Secondary data was obtained from Textbooks, Journals and websites. The hypotheses were tested using bivariate correlation.

## Results

**Hypothesis One:** Fringe benefits have no significant influence on the commitment of lecturers.

**Table 1: Influence of fringe benefit on employees services in Bayelsa State**

Elements	p-value	Correlation coefficient
Fringe Benefits and lecturers commitment	0.186	-0.035
Employee Services and lecturers' quality of work	0.165	-0.027

The result of the finding showed that there was no positive correlation between fringe benefit and lecturers' commitment in the selected higher institutions in Bayelsa State Nigeria with p-value = 0.186,  $r = -0.0355$ ). The negative result rejects alternative hypothesis H1, and accepts that fringe benefits is not related to lecturers' commitment.



**Hypothesis Two:** Employee services have no significant influence on the quality of work of lecturers in Bayelsa State.

Table 1 result shows that employee services are not positively related to lecturers' quality of work in the selected higher institutions in Bayelsa State Nigeria with (p-value = 0.165,  $r = -0.027$ ). The negative result rejects alternative hypothesis H1, and accepts that employees' services are not related to lecturers' quality of work.

### Conclusion

The study concludes that Fringe benefits have no significant effect on the commitment of lecturers (p-value = 0.186,  $r = -0.0355$ ). Employee services have no significant positive influence on the quality of work of lecturers in Bayelsa State (p-value = 0.165,  $r = -0.027$ ). Welfare management is a prerequisite for excellent performance, and as such, government should stop paying lip service to the welfare of the academia by ensuring that through services and benefits government makes maximum use of the high level manpower of lecturers for well grounding, empowerment and acculturation of the youths for divers societal roles. Welfare management is like servicing the engine of a vessel for durability and safe cargo conveyance to a given destination. Where the welfare of University and College lecturers are not taken care of, they would want to leave their job for another industry. Or fly abroad to where they are valued as high level manpower resource persons.

### Recommendations

Based on the findings and conclusion, the following recommendations are made:

1. The State Government should pay the 13<sup>th</sup> month yearly Christmas holiday bonus to all categories of workers, including lecturers in the State higher institutions.
2. The State Government should pay educational development reimbursement benefit to all lecturers who sponsor themselves to attain higher qualifications through the State education development trust fund (EDTF).
3. One course meal of balanced diet of canteen food should be adequately subsidized and offered to all lecturers in the State owned higher institutions.
4. The State Government should complement the efforts of the Federal mortgage bank in the provision of adequate soft loans for the building of permanent residential houses for lecturers.
5. The State Government should improve the services of the Bayelsa Health insurance Scheme (BHIS) make it more deserving of the status of the lecturers in the State. And in addition pay a yearly medical bonus to all lecturers as it is done in the development commissions and the Nigerian local content monitoring board.
6. The State Government should provide more comfortable official cars and staff buses for lecturers in all the higher institutions in Bayelsa State.

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