



Employees' Welfare and Productivity Relations

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Abstract

Employee welfare initiatives such as working arrangement flexibility, health programs, and recognition programs can motivate them and result in increased productivity. The paper aims to: examine how employees' welfare affects their productivity; assess the role of employees' health and safety in workers' productivity, investigate retirement benefit in workers' productivity, assess the role of workplace flexibility in workers' productivity and assess the impact of vacation benefit on workers' productivity. The study used survey methods to gather responses from the respondents. The data gather from Section A was using simple percentages while data for section B was analyzed using both simple percentages and chi-square analysis. The findings reveal that there is a significant relationship between employees' health and safety and workers' productivity. There is a significant relationship between retirement benefit and workers' productivity. There is a significant relationship between vacation benefit and workers' productivity. There is no significant relationship between workplace flexibility and productivity. Overall, the evidence shows that welfare plays a crucial role in influencing the productivity of workers, however this

depends on the nature of the welfare program. The paper recommends the need for management to provide a comprehensive benefits package that includes health insurance, retirement plans, paid time off, and other perks like flexible work hours, remote work options, and employee discounts.

Keywords: Employee welfare, Productivity, Working flexibility, Health programs.

1. Introduction

Staff welfare refers to the efforts made by organizations to improve the well-being, satisfaction, and morale of their employees. A supportive work environment and staff welfare initiatives can foster a sense of belonging and engagement among employees. Staff welfare measures that promote work-life balance, such as flexible work hours or remote work options, can lead to reduced stress and burnout among employees. Engaged employees are more invested in their work, leading to higher levels of productivity and overall performance. It is essential for organizations to prioritize staff welfare as it has several benefits, including Improved productivity; employees who are happy and satisfied with their work environment are likely to be more productive¹. Staff welfare initiatives such as health and wellness programs, flexible working arrangements, and recognition programs can help employees feel valued and motivated, leading to increased productivity². Staff welfare initiatives such as providing a safe and healthy working environment, offering work-life balance, and providing access to health care can help reduce employee absenteeism. When employees feel their well-being is a priority, they are less likely to take time off due to stress or health-related issues. Organizations that prioritize staff welfare are more likely to retain their employees³. Employees are more likely to stay with an organization that provides a positive work environment and

¹ Hameed, A., Ali, G & Arslan, M. (2019). Impact of compensation on employee performance in banking sector of Pakistan. *International Journal of Business and Social Science*, 5(2), 302-309.

² Chhabra, T. N. (2019). *Human Resource Management, Concepts and Issues*, 2nd Revised Ed.

³ Abah, R. E. (2018). Influence of reward management on organization growth and profitability in the manufacturing sector, *Employee Relations Journal*, 33(2), 106-120.

opportunities for growth and development. Staff welfare initiatives can lead to cost savings in the long run⁴.

Poor staff welfare can have a significant negative impact on employees' productivity. When employees feel undervalued, unsupported, or neglected, it can lead to a decrease in morale, motivation, and job satisfaction. Employees who are dissatisfied with their working conditions are more likely to take days off or arrive late to work. This can result in missed deadlines, reduced output, and increased workloads for other team members. Employees who feel unsupported by their organization are less likely to be engaged in their work. This can lead to reduced creativity, lower quality work, and a lack of enthusiasm for their role. Poor staff welfare can result in a high employee turnover rate, which can be disruptive to an organization. The cost of recruiting and training new employees can be expensive, and it can also result in a loss of knowledge and experience⁵. When employees feel undervalued or unsupported, they are less likely to be loyal to their organization. This can result in a lack of commitment to the company's mission, values, and goals, and can also increase the likelihood of employees seeking other job opportunities. Poor staff welfare can lead to increased stress and burnout, which can have a significant impact on an employee's mental and physical health. When employees are overworked, underpaid, or lack support, it can lead to a range of health problems that can impact their ability to perform at work.

There is a strong relationship between staff welfare and employee productivity in an organization. Staff welfare refers to the policies and practices that organizations put in place to ensure the wellbeing of their employees⁶. These policies include fair compensation, adequate benefits, safe working conditions, opportunities for training and development, work-life balance, and other initiatives that improve the physical, emotional, and psychological

⁴ Kwenin, D. O., Muathe, S., & Nzulwa, R. (2019). The influence of employee rewards, human resource policies and job satisfaction on the retention of employees in Vodafone Ghana Limited. *European Journal of Business and Management*, 5(12), 13-20.

⁵ Egbunike, F. C. (2019). Effect of employee benefits on employees' performance in organizations: A study of selected commercial banks in Awka metropolis. *European Journal of Business and Management*, 7(4), 12 - 23.

⁶ Campbell, D.J. & Chia, H.B. (2017). Merit pay, performance appraisal, and individual motivation: An analysis and alternative. *Human Resource Management Journal*, 37 (22), 131-146.

wellbeing of employees⁷. When employees feel valued and appreciated, they are more likely to be motivated and engaged in their work. Staff welfare programs can help create a positive work environment that fosters employee satisfaction and loyalty. When employees feel that their organization cares about their wellbeing, they are more likely to be committed to the organization and willing to go above and beyond in their work⁸.

Research has shown that staff welfare programs can have a positive impact on employee productivity. For example, studies have found that organizations with wellness programs have lower rates of absenteeism and higher levels of employee engagement and productivity. When employees are healthy, both physically and mentally, they are better able to perform their job duties and contribute to the success of the organization⁹. Staff welfare programs can help attract and retain talented employees. In today's competitive job market, organizations that prioritize employee welfare are more likely to attract top talent and retain their existing employees. When employees feel that their organization values their wellbeing, they are more likely to stay with the organization and contribute to its long-term success. Welfare programs can have a significant impact on employee productivity and the success of an organization. By investing in employee wellbeing, organizations can create a positive work environment that fosters employee satisfaction, engagement, and productivity, which can improve business performance and profitability¹⁰.

The study investigates the impact of staff welfare on productivity of workers. The paper seeks four main objectives, including evaluating the role of employees' health & safety in workers' productivity, examine the role of retirement benefit in workers' productivity, to assess the impact of vacation benefit on workers' productivity and to examine the role of workplace flexibility in workers' productivity. The findings reveal significant relationship between

⁷ Egbunike, F. C. (2015). Effect of non-monetary rewards on employees' performance in organizations: A study of selected commercial banks in Awka metropolis, *European Journal of Business and Management*, 7(4), 12 – 23.

⁸ Ojeleye, Y. C. (2019). The impact of remuneration on employees' performance, *Arabian Journal of Management*, 2(3), 1-17.

⁹ Mussie T. T., (2020). The effects of employee recognition, pay, and benefits on job satisfaction, *Journal of Business and Economics*, 4 (1), 1-12

¹⁰ Kwenin, D. O., Muathe, S., & Nzulwa, R. (2019). The influence of employee rewards, human resource policies and job satisfaction on the retention of employees in Vodafone Ghana Limited. *European Journal of Business and Management*, 5(12), 13-20.

employees' health and safety and workers' productivity; significant relationship between retirement benefit and workers' productivity; significant relationship between vacation benefit and workers' productivity. However, no significant relationship was found between workplace flexibility and productivity. Overall, the evidence shows that welfare plays a crucial role in influencing the productivity of workers, however this depends on the nature of the welfare program. When employees feel valued, supported, and motivated, they are more likely to be engaged and committed to their work. The paper recommends the need for management to provide a comprehensive benefits package that includes health insurance, retirement plans, paid time off, and other perks like flexible work hours, remote work options, and employee discounts.

2. Literature

Employee benefits refer to the various forms of compensation or perks that an employer offers to their employees, in addition to their regular salary or wages¹¹. Benefits may vary by company, industry, and location, but they can include:

Health insurance: Employers may provide health insurance plans that cover medical, dental, and vision care for employees and their families. Health insurance is a common form of employee benefit that provides employees with financial protection against the cost of medical care. Under an employer-sponsored health insurance plan, the employer pays a portion of the employee's healthcare expenses, while the employee pays the remaining portion through co-payments, deductibles, and premiums¹². Employers offer health insurance benefits to attract and retain employees. It is also a way to show that they value their employees' health and wellbeing. Additionally, many employees view health insurance as an essential component of their compensation package. Employers can choose to offer different types of health insurance plans, such as HMOs, PPOs, and POS plans. They can also choose to cover a certain percentage of the employee's premiums, offer a fixed contribution amount, or offer a

¹¹ Judge, T. A., (2020). The relationship between pay and job satisfaction: A meta-analysis of the literature. *Journal of Vocational Behavior*, 77(2), 157-167.

¹² Javed, M., Balouch, R., & Hassan, F. (2018). Determinants of job satisfaction and its impact on employee performance and turnover intentions. *International Journal of Learning and Development*, 4(2),120- 140.

defined benefit plan¹³. Employees who receive health insurance benefits can benefit from having access to affordable medical care. They may also receive preventative care, such as checkups and screenings, that can help detect and treat health problems early on. This can lead to better health outcomes and lower healthcare costs over time. In conclusion, health insurance is an important employee benefit that helps employees manage healthcare expenses. Employers offer health insurance benefits to attract and retain employees and show that they value their employees' health and wellbeing¹⁴.

Retirement plans: Employers may offer retirement plans, such as pension plans, or other types of savings' plans, to help employees save for retirement. Retirement plans are a common form of employee benefit that are offered by many companies. These plans are designed to help employees save for their retirement years and provide a source of income once they stop working. There are several types of retirement plans available, including defined benefit plans, defined contribution plans, and individual retirement accounts (IRAs)¹⁵. Defined benefit plans provide employees with a specific retirement benefit based on their years of service and salary history. These plans are usually funded by the employer, and the amount of the benefit is determined by a formula. IRAs are individual retirement accounts that employees can set up on their own. These accounts allow individuals to contribute a certain amount of money each year, and the contributions are tax-deductible. The money in an IRA is invested in a variety of investment options, and the amount of retirement income that an individual will receive depends on the performance of the investments¹⁶. Retirement plans are an important employee benefit because they help employees save for their future and provide a source of income once they retire. Employers who offer retirement plans as part of their employee benefits package may be able to attract and retain talented employees¹⁷.

¹³ Javed, M., Balouch, R., & Hassan, F. (2018). Determinants of job satisfaction and its impact on employee performance and turnover intentions. *International Journal of Learning and Development*, 4(2),120- 140.

¹⁴ Kumar, D., Hossain, X. and Nasrin, S., (2018). Impact of non-financial rewards on employees' commitment. *International Journal of HRM*, 4(1), 282-292.

¹⁵ Kwenin, D. O., Muathe, S., & Nzulwa, R. (2019). The influence of employee rewards, human resource policies and job satisfaction on the retention of employees in Vodafone Ghana Limited. *European Journal of Business and Management*, 5(12), 13-20.

¹⁶ Morrell, D. L. (2018). Employee perceptions and the motivation of nonmonetary incentives. *Compensation & Benefits Review*, 43(5), 318-323.

¹⁷ Oyegbaju, O. (2019). Influence of motivation on staff productivity in academic and research libraries in Ibadan, Nigeria. *Fountain of Knowledge Journal of Library and Information Science*, 1(1), 56-72.

Paid time off: Paid time off (PTO) refers to a type of employee compensation where an employer provides paid time off from work for employees to use as they choose. PTO is a combination of various types of leave, such as vacation time, sick leave, personal days, and holiday pay, which are all combined into a single bank of days that employees can use for any reason. Employees may be able to accrue PTO based on the number of hours worked or the length of their employment with the company. Employers typically provide a set number of PTO days per year, although this can vary based on the company's policies and the employee's job status¹⁸.

PTO is designed to provide employees with flexibility in managing their time off and to reduce the need for employees to lie about their reasons for taking time off. PTO policies can vary widely between companies, so it is important for employees to review their employer's PTO policy to understand the rules and limitations that apply¹⁹.

Life insurance: Employers may provide life insurance policies to employees, which provide a death benefit to the employee's beneficiaries if the employee passes away. Life insurance can be a valuable employee benefit, providing financial security and peace of mind to employees and their families²⁰. Here are some benefits of offering life insurance as an employee benefit: Financial Protection: Life insurance offers a financial safety net for employees and their families in case of an unexpected death. This can help cover expenses like funeral costs, mortgage payments, and other bills. Offering life insurance as an employee benefit can help attract and retain employees by showing that the company values its employees' well-being and wants to provide a comprehensive benefits package²¹. Life insurance policies offered through an employer can often be obtained at a lower rate than individual policies because of group discounts. Employer-paid life insurance premiums are generally tax-deductible for the

¹⁸ Okolo, C. M., (2018). The effect of non-financial motivation on workers performance: a case study of Aguata local government area. *Journal of Efficient Managers*. 1(1), 7-17.

¹⁹ Njanja, W., (2019). Effect of reward on employee performance: A case of Kenya power and lighting company ltd., Nakuru, Kenya. Canadian center of science and education, *International Journal of Business and Management*, 8(21), 1-16.

²⁰ Gohari, P., Ahmadloo, A., Boroujeni, M.B. & Hosseinipour, S. J. (2017). The Relationship between Rewards and Employee Performance. *Interdisciplinary Journal of Contemporary Research in Business*, 5(3).

²¹ Daniel. N. N., (2017). The effects of rewards and recognition on employee commitment in public educational institutions: A case of Kenyatta University, Kenya. *Global Journal of Management and Business Research: A Administration and Management*, 17(1), 1-27.

employer, and the death benefit paid to the employee's beneficiaries is typically tax-free.

Disability insurance: Employers may provide disability insurance that provides income replacement if an employee becomes disabled and is unable to work. Disability insurance is a type of insurance that provides income replacement if an employee becomes unable to work due to a disability. It is an important form of employee benefit that can help protect employees and their families from financial hardship in the event of a disabling illness or injury²². Disability insurance is typically offered as part of an employer's group benefits package. The employer may pay some or all of the premiums, or the employee may be responsible for paying them. Disability insurance can be either short-term or long-term. Short-term disability insurance provides benefits for a limited period, typically between three and six months. Long-term disability insurance provides benefits for a longer period, often until the employee is able to return to work or until retirement age. There are several factors that employers should consider when selecting a disability insurance plan for their employees. These include the cost of the premiums, the scope of the coverage, the waiting period before benefits begin, the benefit amount, and the duration of the benefits²³.

Flexible work arrangements: Employers may offer flexible work arrangements, such as telecommuting or flexible scheduling, to help employees balance work and personal life. Flexible work arrangements are becoming an increasingly popular form of employee benefit, as they allow employees to balance work and personal responsibilities more effectively. The term flexible work arrangements encompass a range of options, such as working from home, part-time work, compressed workweeks, and job sharing²⁴. One of the main advantages of flexible work arrangements is that they can improve work-life balance, which can lead to increased job satisfaction and productivity. Employees who have more control over their work schedules are better able to manage family and personal commitments, which can reduce stress and improve overall well-

²² Egbunike, F. C. (2015). Effect of non-monetary rewards on employees' performance in organizations: A study of selected commercial banks in Awka metropolis, *European Journal of Business and Management*, 7(4), 12 - 23.

²³ Saddiqui, A. (2021). An investigation of financial and nonfinancial rewards that affect the motivation of employees in organizations. *Middle-East Journal of Scientific Research*. 21(10), 1776-1786.

²⁴ Zahra, I., (2021). Effect of salary, training and motivation on job performance of employees, *American Journal of Business, Economics and Management*, 3(2), 55-58.

being. Flexible work arrangements can also be a cost-effective solution for employers, as they can help reduce overhead costs associated with office space and other resources. Additionally, they can help attract and retain²⁵ talented employees who may prefer flexible work arrangements over more traditional, rigid schedules. However, it's important for employers to carefully consider the potential drawbacks of flexible work arrangements, such as reduced collaboration and communication among team members, and the need for clear policies and guidelines to ensure that work is being completed effectively and efficiently²⁶.

Employee assistance programs: Employers may provide employee assistance programs (EAPs) that offer counseling and other support services to help employees deal with personal or work-related issues. Employee Assistance Programs (EAPs) are a type of employee benefit that provides confidential support services to employees who are experiencing personal or work-related problems. EAPs typically offer services such as counseling, legal and financial assistance, referral services, and other resources to help employees manage their personal and work-related issues²⁷.

EAPs are becoming increasingly popular as employers recognize the benefits of providing such programs to their employees. By providing EAPs, employers can help employees manage personal and work-related issues, which can reduce absenteeism, increase productivity, and improve employee morale. In addition, EAPs can help employers reduce healthcare costs by promoting healthy lifestyles and providing access to preventative healthcare services. EAPs are typically offered as part of an employer's overall benefits package and are often provided at no cost to the employee. Employees may be able to access EAP services through a toll-free telephone number, an online portal, or by meeting with a counselor in person. EAP services are typically confidential, and employees can use them without fear of reprisal from their employer. Overall, EAPs are a valuable employee benefit that can help employees manage their personal and

²⁵ Zaman, K., (2019). Relationship between rewards and employees' motivation in the non-profit organizations of Pakistan. *Business Intelligence Journal*, 4(2), 327-334.

²⁶ Orga C. C., Mbah, P. C and Ekechukwu, C., (2018). Investigating the effect of non -financial rewards on staff productivity in shoprity company, Enugu. *International Journal of Academic Research in Business and Social Sciences*, 8(9), 32-43.

²⁷ Tausif, M. (2017). Financial compensation on job satisfaction: A case study of educational sector of Pakistan. *Asian Journal of Management Research*, 2 (2), 688-696.

work-related issues, and can provide numerous benefits to employers, including increased productivity, reduced absenteeism, and lower healthcare costs²⁸.

Wellness programs: Employers may offer wellness programs, such as gym memberships or wellness challenges, to encourage healthy habits and lifestyles among employees. Wellness programs are a popular form of employee benefit that are designed to improve employees' physical and mental health, as well as promote healthy lifestyle habits. These programs typically include a variety of activities and resources, such as health screenings, fitness classes, nutrition education, stress management techniques, and mental health counseling. There are many potential benefits to offering wellness programs as an employee benefit. For one, these programs can help reduce healthcare costs by encouraging employees to adopt healthy behaviors and prevent chronic diseases. Additionally, wellness programs can improve employee morale and productivity by reducing stress and promoting work-life balance²⁹.

Education assistance: Employers may provide tuition assistance or reimbursement for employees who pursue higher education or job-related training. Education assistance is a popular form of employee benefit that many companies offer to their employees. This benefit typically involves providing financial assistance to employees who are pursuing higher education or professional development courses related to their job or career³⁰. There are several benefits to offering education assistance as an employee benefit. First and foremost, it can help attract and retain top talent by showing employees that the company is invested in their growth and development. Education assistance can also benefit the company by helping to develop a skilled and knowledgeable workforce. By investing in their employees' education, companies can improve their employees' skills and expertise, which can lead to increased productivity and innovation³¹. There are different types of education assistance programs

²⁸ Tausif, M. (2017). Financial compensation on job satisfaction: A case study of educational sector of Pakistan. *Asian Journal of Management Research*, 2 (2), 688-696.

²⁹ Syed, D., (2019). Impact of employees' recognition, rewards and job stress on job performance: Mediating role of perceived organization support, *SEISENSE Journal of Management*, 26-37.

³⁰ Orga C. C., Mbah, P. C and Ekechukwu, C., (2018). Investigating the effect of non -financial rewards on staff productivity in shoprite company, Enugu. *International Journal of Academic Research in Business and Social Sciences*, 8(9), 32-43.

³¹ Orga C. C., Mbah, P. C and Ekechukwu, C., (2018). Investigating the effect of non -financial rewards on staff productivity in shoprite company, Enugu. *International Journal of Academic Research in Business and Social Sciences*, 8(9), 32-43.

that companies may offer, including tuition reimbursement, scholarship programs, and student loan repayment assistance. Each program has its own set of guidelines and requirements, but they all aim to support employees in their pursuit of education and professional development. By investing in their employees' education and development, companies can foster a culture of growth and innovation while also attracting and retaining top talent³².

Workers Productivity: Worker productivity refers to the amount of output that a worker produces in each amount of time. It is a measure of how efficiently and effectively an individual or group of workers can perform tasks and produce goods or services. Higher worker productivity generally leads to increased profits and economic growth, as well as better wages and job security for workers³³. There are many factors that can affect worker productivity, including the quality and availability of tools and equipment, the level of training and education that workers have, the working environment, and the level of motivation and job satisfaction that workers experience. Employers can take steps to improve worker productivity by providing the necessary resources and support, offering opportunities for training and development, promoting a positive and engaging work culture, and providing incentives and recognition for good performance. It is important to note that productivity should not come at the cost of worker well-being or safety. Employers should prioritize creating a work environment that supports workers' physical and mental health, as well as their work-life balance. A healthy and happy workforce is often a more productive" one³⁴.

3. Methodology

The study uses primary data sourced using survey method. Questionnaire, directly administered to the target respondents, is the instrument used to generate data. The survey was completed in the Ajeromi Ifelodun Local Government Area, Lagos, Nigeria, as a study area. The process strictly adhered to ethical considerations, in line with voluntary participation, anonymity, and confidentiality. The data gather from Section A was using simple percentages

³² Morrell, D. L. (2018). Employee perceptions and the motivation of nonmonetary incentives. *Compensation & Benefits Review*, 43(5), 318-323.

³³ Abdullah, A. A., & Wan, H. L. (2018). Relationships of non-monetary incentives, job satisfaction and employee retention. *International Review of Management and Business Research*, 2(4), 2306-2900.

³⁴ Judge, T. A., (2020). The relationship between pay and job satisfaction: A meta-analysis of the literature. *Journal of Vocational Behavior*, 77(2), 157-167.

while data for section B was analyzed using both simple percentages and chi-square analysis. The section B uses the following response, strongly disagree, disagree, indifferent, agree and strongly agree, which are scaled 1, 2, 3, 4, and 5, respectively. We determine the sample size based on approach from, Yamane (1967), which assumes that optimal sample size is computed using equitation (1).

$$n = N/[1+ N(e)^2] \quad (1)$$

Where: n is the desired sample, N is population size, which is 110, and e is the limit of error tolerance which is assumed to be 5%. $n = 110/1+ 110(0.05)^2$, $110/1+ 110 (0.0025) = 86$ is used as the sample size. The questionnaire was scrutinized based on the pilot study approach^{35, 36}. The Cronbach's Alpha coefficient obtained is 0.866, suggesting the study's instrument is reliable.

4. Results

Table 1 presents the findings on the socio-demographic distribution of the 100 respondents. We find that 64.0% are male and 37.9% are female. The employees belong to the productive age, with 27.0% between age 22 to 30 years, 51.0% between age 31 to 40 years and the 22.0% between 41 and 50 years. Also, 30.0% are single, 62.0% are married and the remaining 8.0% are divorced. The survey identifies that most of the participants are holders of B.Sc./HND holders amounting to 62.0% respondents, 4.0% were OND/NCE holders, 24.0 % were M.Sc./MBA holders.

Table 2 presents the distribution analysis for the various research variables. The survey shows that 67.0% of the respondents strongly agreed that health and safety enhance productivity, 22.0% agreed and the remaining 11.0% were indifferent. The survey shows that 77.0% strongly agreed that retirement benefit enhances productivity, 12.0% agreed and the remaining 11.0% were indifferent. Moreso, 53.0% strongly agreed that **holiday trips** benefit enhances productivity, 21.0% agreed, 20.0% were indifferent and the remaining 6.0% disagreed. The survey shows that 67.0% strongly agreed that workplace flexibility enhances productivity, 22.0% agreed and the remaining 11.0% were indifferent. 43.0%

³⁵ Babbie, E. R. (2010). *The practice of social research*. Belmont, CA: Wadsworth Publishing Company.

³⁶ Bastian, A., Burns, T., & Nettelbeck, M. (2019). The relationships between employee benefits and retaining talents. *Journal of International Academic Research*, 12(1), 16-29.

strongly agreed that when excellent job is recognized, it enhances productivity, 44.0% agreed, 12.0% were indifferent and the remaining 1.0% disagreed. The survey shows that 84.0% strongly agreed that when awards are given, it enhances productivity, 6.0% agreed and the remaining 10.0% were indifferent. The survey shows that 40.0% strongly agreed that to enhance employees' job performance, bonus should be given as a sign of recognition, 47.0% agreed, 12.0% were indifferent and the remaining 1.0% disagreed. The survey shows that 84.0% strongly agreed that assigning leadership roles plays significant role in employees' job productivity, 6.0% agreed and the remaining 10.0% were indifferent.

Table 1: Socio-demographic distribution

Category	Frequency	Percent	%Valid	%Cum.
Gender:				
Male	64	64	64	64
Female	36	36	36	100
Age:				
22- 30 yrs	27	27	27	27
31- 40 yrs	51	51	51	78
41 - 50 yrs	22	22	22	
Marital status:				
Single	30	30	30	30
Married	62	62	62	92
Divorced	8	8	8	100
Education:				
OND/NCE	4	4	4	4
BSc/HND	62	62	62	66
MSc/MBA	24	24	24	90
Others	10	10	10	100
Total	100	100	100	100

Note: %Valid implies the percent that are valid from response; %Cu, implies Cumulative Percent

Sources: Author

Moreso, the survey shows 20.0% (62.0%) of respondents agreed (strongly agreed) that leadership responsibility enhances performance. 44.0% (53.0%) agreed (strongly agreed) that sponsored holiday trip for junior staff enhance performance, while 2.0% (1.0%) were indifferent (disagreed). 53.0% (21.0%) agreed (strongly agreed) that sponsored holiday trip for management staff enhances performance, while 20.0% were indifferent and the remaining 6.0% disagreed. Also, 34.0% (53.0%) agreed (strongly agreed) that sponsored vacation for permanent and contract staff plays crucial role in performance. About 44.0% (34.0%) agreed (strongly agreed) that welfare improve well-being, 16.0% were indifferent and the remaining 6.0% disagreed. The survey shows that 50.0% strongly agreed that work-life balance improves overall well-being, 31.0% agreed, 9.0% were indifferent and the remaining 10.0% disagreed. Lastly, 100.0% of the respondents strongly agreed that friendly working condition enhances productivity.

Table 4 presents evidence for the evaluation of the study's working Hypotheses. The first null assumes no significant relationship between health program and productivity. The Chi-Square test reports a statistic of 57.021 with p-value of 0.000 (< 5% significance level), thus rejecting the null, and supporting existence of significant relationship between health program and employees' productivity. The second null assumes no significant relationship between retirement benefit and workers' productivity. The Chi-Square test reports a statistic of 55.021 with p-value of 0.000, thus rejecting the null, and supporting existence of significant relationship between retirement benefit and productivity. The Chi-Square test reports a statistic of 73.111 with p-value of 0.000, thus rejecting the null, and supporting existence of significant relationship between vacation benefit and workers' productivity. The test reports a statistic of 1.375 with p-value of 0.629, and unable to reject the null. The null holds, thus supposing no significant relationship between workplace flexibility and productivity. Overall, the evidence shows that welfare plays a crucial role in influencing the productivity of workers, however this depends on the nature of the welfare program. In summary, prioritizing staff welfare not only demonstrates an organization's commitment to its employees' well-being but also has a direct impact on their productivity. By fostering a positive and supportive work environment, organizations can create a motivated, engaged, and productive workforce.

Table 2: Distribution analysis for the various variables

Items	Frequency	Percent	%Valid	%Cum.
Employees' health & safety enhances workers' productivity				
Strongly Agree	67	67	67	67
Agree	22	22	22	89
Indifferent	11	11	11	100
Disagree	-	-	-	
Strongly disagree	-	-	-	
Retirement benefit enhances workers' productivity				
Strongly Agree	77	77	77	77
Agree	12	12	12	89
Indifferent	11	11	11	100
Disagree	-	-	-	
Strongly disagree	-	-	-	
Vacation benefit enhances workers' productivity				
Strongly Agree	53	53	53	53
Agree	21	21	21	74
Indifferent	20	20	20	94
Disagree	6	6	6	100
Strongly disagree	-	-	-	
Workplace flexibility enhances workers' productivity				
Strongly Agree	67	67	67	67
Agree	22	22	22	89
Indifferent	11	11	11	100
Disagree	-	-	-	
When excellent job is recognized, it enhances employees' job productivity				
Strongly Agree	43	43	43	43

Agree	44	44	44	77
Indifferent	12	12	12	99
Disagree	1	1	1	100
Strongly disagree	-	-	-	
When awards are given as a sign of recognition, it enhances employees' job productivity				
Strongly Agree	84	84	84	84
Agree	6	6	6	90
Indifferent	10	10	10	100
Disagree	-	-	-	
Strongly disagree	-	-	-	
To enhance employees' job performance, bonus should be given as a sign of recognition				
Strongly Agree	40	40	40	40
Agree	47	47	47	87
Indifferent	12	12	12	99
Disagree	1	1	1	100
Strongly disagree	-	-	-	
Assigning leadership role plays significant role in employees' job productivity				
Strongly Agree	84	84	84	84
Agree	6	6	6	90
Indifferent	10	10	10	100
Disagree	-	-	-	
Strongly disagree	-	-	-	
Total	100	100	100	

Note: %Valid implies the percent that are valid from response; %Cu, implies Cumulative Percent

Sources: Author

Table 2 (Continues)

Items	Frequency	Percent	%Valid	%Cum.
Leadership responsibility as a form of non-financial reward enhances employees' job performance				
Strongly Agree	62	62	62	62
Agree	20	20	20	82
Indifferent	18	18	18	100
Disagree	-	-	-	-
Strongly disagree	-	-	-	-
Junior staff go for sponsored holiday trip and this enhance employees' job performance				
Strongly Agree	53	53	53	53
Agree	44	44	44	97
Indifferent	2	2	2	99
Disagree	1	1	1	100
Total	100	100	100	
Sponsored holiday trip for management staff enhances employees' job performance				
Strongly Agree	53	53	53	53
Agree	21	21	21	74
Indifferent	20	20	20	94
Disagree	6	6	6	100
Strongly disagree	-	-	-	-
Sponsored holiday trip for both permanent and contract staff plays significant role in employees job performance				
Strongly Agree	53	53	53	53
Agree	34	34	34	87
Indifferent	3	3	3	90
Disagree	10	10	10	100
Strongly disagree	-	-	-	-
Employees welfare helps in improving the overall well-being of the employees				
Strongly Agree	34	34	34	34

Agree	44	44	44	78
Indifferent	16	16	16	94
Disagree	6	6	6	100
Strongly disagree	-	-	-	
Work-life balance helps in improving the overall well-being of the employees				
Strongly Agree	50	50	50	50
Agree	31	31	31	81
Indifferent	9	9	9	90
Disagree	10	10	10	100
Strongly disagree	-	-	-	
Friendly working condition enhances workers' productivity				
Strongly Agree	100	100	100	100
Agree				
Indifferent				
Disagree				
Strongly disagree		-	-	
Total	100	100	100	

Note: %Valid implies the percent that are valid from response; %Cu, implies Cumulative Percent

Sources: Author

Table 4: Hypothesis Evaluation

Test	Null 1	Null 2	Null 3	Null 4
Chi. Sq	57.021	55.021	73.111	1.375
Asymp. Sig.	0.0000	0.0000	0.0000	0.629
Mean	1.673	1.871	1.926	1.006

Note: Four null hypotheses are tested: (1) There is no significant relationship between employees' health & safety and workers' productivity (2) There is no significant relationship between retirement benefit and workers' productivity (3) There is no significant relationship between vacation benefit and workers' productivity and (4) There is no significant relationship between workplace flexibility and workers' productivity.

Source: Author's

A positive work environment and attention to staff welfare can boost employee morale. High morale leads to increased job enthusiasm, cooperation, and a willingness to go the extra mile to achieve organizational goals, all of which contribute to higher productivity³⁷. Employees' physical and mental well-being directly affects their ability to perform optimally. When employers provide support for health and wellness initiatives, employees are healthier, experience less burnout, and are less likely to take sick leaves, leading to improved productivity, supporting finding by Hiqma et al.³⁸

5. Conclusions

A positive work environment and proper staff welfare measures contribute to higher employee morale. When employees feel cared for and their well-being is prioritized, they are more likely to be motivated to perform at their best, leading to increased productivity³⁹. Adequate staff welfare, such as health benefits, flexible work arrangements, and work-life balance initiatives, can lead to a reduction in absenteeism⁴⁰. When employees are physically and mentally healthy, they are less likely to take unplanned time off, resulting in improved productivity and continuity of work. Staff welfare programs, such as recognition and rewards, training and development opportunities, and career advancement prospects, can enhance job satisfaction⁴¹. Organizations that focus on staff welfare often implement health and safety measures to protect their employees from workplace hazards. Ensuring a safe work environment reduces the likelihood of workplace injuries and illnesses, leading to fewer work interruptions and improved productivity⁴². Staff welfare measures that promote

³⁷ Hameed, A., Ali, G & Arslan, M. (2019). Impact of compensation on employee performance in banking sector of Pakistan. *International Journal of Business and Social Science*, 5(2), 302-309.

³⁸ Hiqma, N. A., Armanu, T. D. H. and Noermijati N. (2017). The effect of remuneration and job satisfaction on the employee performance, *Science Journal of Business and Management* 4(6), 38 – 42.

³⁹ Zaman, K., (2019). Relationship between rewards and employees' motivation in the non-profit organizations of Pakistan. *Business Intelligence Journal*, 4(2), 327-334.

⁴⁰ Bryant, P. C., & Allen, D. G. (2018). Compensation, benefits and employee turnover: HR strategies for retaining top talent. *Compensation & Benefits Review*, 45(3), 171-175.

⁴¹ Kwenin, D. O., Muathe, S., & Nzulwa, R. (2019). The influence of employee rewards, human resource policies and job satisfaction on the retention of employees in Vodafone Ghana Limited. *European Journal of Business and Management*, 5(12), 13-20.

⁴² Syed, D., (2019). Impact of employees' recognition, rewards and job stress on job performance: Mediating role of perceived organization support, *SEISENSE Journal of Management*, 26-37.

work-life balance, such as flexible work hours or remote work options, can lead to reduced stress and burnout among employees.

The paper aims to achieve five objectives: examines how employees' welfare affects their productivity; assess the role of employees' health and safety in workers' productivity, investigates retirement benefit in workers' productivity, assess the role of workplace flexibility in workers' productivity and assess the impact of vacation benefit on workers' productivity. We applied survey methods to gather responses from the respondents. The findings reveal that there is a significant relationship between employees' health and safety and workers' productivity. There is a significant relationship between retirement benefit and workers' productivity. There is a significant relationship between vacation benefit and workers' productivity. Based on this, the study offers recommendation that management should provide a competitive and comprehensive benefits package that includes health insurance, retirement plans, paid time off, and other perks like flexible work hours, remote work options, and employee discounts. Also, management should invest in the employees' professional growth by offering training and development opportunities. This can include workshops, seminars, webinars, and access to online courses. When employees feel they are progressing in their careers, they tend to be more engaged and motivated. The management should encourage a healthy work-life balance by setting realistic workload expectations and providing employees with the flexibility to manage their personal commitments. The management should foster a culture of open communication and transparency. Encourage employees to share their ideas, concerns, and suggestions. Regular feedback sessions and performance reviews can help employees understand their strengths and areas for improvement.

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