



## Research Article

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## Employee Welfare Management and Organisational Performance of Selected Firms in Delta State

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**Abstract:** This study examined employee welfare management and organisational performance of selected firms in Delta State. The researcher focused on the effect of employee access to resources; the effect of open communication culture on organizational performance; the effect of employee benefits on organizational performance and the effect of employee wellness programme on organizational performance. The study adopted descriptive survey design with sample size of 123 and questionnaire was used as instrument for data collection. The data collected was analyzed using descriptive and inferential statistics. The research questions were answered using simple percentage, frequency tables and mean. While the hypotheses were tested using multiple regressions via SPSS 25 at a significant level of 0.05. The findings of the study revealed that, there is a significant relationship between employee access to resources and organisational performance of selected firms in Delta State; there is a significant relationship between open communication culture and organisational performance of selected firms in Delta State; there is a significant relationship between employee benefits and organisational performance of selected firms in Delta State; there is a significant relationship between employee wellness and organisational performance of bank employees. It was concluded that, to effectively manage employee welfare, management need to study welfare needs, decide the programme, ensure financing, inform drafts, revise the draft, implement, review and renewal. That employee welfare management improve organisational performance, increased employee commitment and productivity, better employee retention, more resilient workforce and enhanced organizational reputation, maintain trust and encourage employees to speak up, creates connection between employees and management, shape employee behaviour and well-being, increase employee morale and satisfaction, and aid team collaboration. It was recommended among others that organizations should be supportive, create positive workplace and cultivate the habit of giving employees access to resources to improve organisational performance

**Keywords:** Employee Access to Resources, Open Communication Culture, Employee Benefits and Organizational Performance

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## INTRODUCTION

Employees are the most important of all organisations' resources, without organisation goal cannot be achieved; so organisations thrive to satisfy them. For safety and employees' happiness, management needs to consider welfare management to obtain high organisational performance. The provision of various services by the management of organisation to employers to employees in addition to wages or salaries is known as employee welfare. According to Arthur James Todd, Employee welfare is anything done for the comfort and improvement, intellectual or social of employees over and above the wages paid which is not a necessity (Ben-Hasir & Ghouma, 2018). It is amenities, facilities and services which may be established in or outside workplace to enable employees to perform their work healthily and peacefully to bring high morale. Agusioma, Nyakwara and Mwit (2019) argued that employee welfare may be provided voluntarily by organisation or statutory provisions: compelling organisation to provide these amenities, facilities or services. By extension, Eromafuru and Baovi (2024) highlighted how welfare management enhances workers' lives and fosters their personal growth. The goals of welfare management are

to benefit employers, employees, and society at large. It triggered employees to perform their job in healthy and favorable condition (Liang, Nguyen, Tran & Truong, 2023). Opatha (2019) is of the view that employee welfare improves efficiency, keeps employees content, contribute to high employee morale, help employees to develop a sense of responsibility, dignity and makes them to be loyal to organisation. Employee welfare is for employees' benefits, it involves adjustment of an employee's work life and family life to community and social life. Welfare measures may be both voluntary and statutory (LinkedIn, 2022).

Employee welfare management is all the activities involved in the development, implementation and on-going maintenance of a welfare system (Opatha, 2019). To management employee welfare effectively, management need to study welfare needs, decide the programme, ensure financing, drafts, revise the draft, implement, review and renewal (Varadaraj & Charumathi, 2019). According to Choon (2023), there are principles to follow in order to successfully management employee welfare. These include: satisfaction of real needs, participation, welfare

financing, permission for criticism, and impartiality. ViewHR (2023) argued that employee welfare can be classified into three namely: (1) Statutory- this is implemented on the power of the government. The government enacts laws for the provision of employee welfare in order to enforce standards of safety, health and welfare of employees. (2) Voluntary- this is activity which management undertake for their employees on voluntarily. (3) Mutual- this is when employees and/or trade unions undertake welfare activities (Itodo & Abang, 2018). Some of the employee welfare activities according to Waititu, Kihara and Senaji (2018) include: medical facilities, canteen facilities, housing facilities, transport facilities, sports and recreational facilities, advances and easy loan facilities, death/funeral facilities, thrift facilities, education facilities, legal aids to mention but a few. Besides wages and salary, anything done by the organisation to improve employees' standard of living and keep them contented, is considered as employee welfare which include services, benefits and facilities offered to employees. Forms of employees welfare includes: medical benefits, recreation facilities, retirement benefits to mentioned but a few (Mensah, 2019).

Organizational performance refers to how well an organization is doing in reaching its vision, mission, and goals. Organizational performance is a vital aspect of any organisation who wants to succeed. Management must know how well their organizations are performing to figure out what strategic changes, if any, to make (Mensah, Agyapong, Nuertey & Nisar, 2017). Performance measures are metrics by which organizations can be gauged. Most executives, investor consider employee welfare to better understand how well their organizations are competing in the market, as well as future predicted results (Abu, 2016).

Employee welfare is dynamic (Agusioma, 2019). Welfare is concerned with activities that provide employees facilities and services besides wages or salaries. These are not a form of employers' goodwill or charity, but are facilitative services to build and maintain the morale of the employees to achieve organisational goal (Akintoye & Ofobruku, 2022). Employee welfare benefits both employers and employees (Poi, 2020).

Employees feel satisfied with their job when there is provision of welfare services. They also feel committed to the organisation; though welfare services are merely maintenance factors and not motivators, yet they are necessary for the success of organisation because employees' welfare services bear close connection with the productivity of the employees (Itodo. & Abang, 2018). The provision of housing, health insurance, stipends, transportation, and food are additional examples of employee welfare. By keeping an eye on their working conditions, a company can also consider the welfare of their staff. Human capital has become one of the most valuable assets and therefore,

employee welfare and its management is important to motive employee engagement, which would leads to better organisation performance and higher productivity. Development, implementation and maintenance/sustainability are what employee welfare management entails (Eromafuru and Baovi, 2024).

A well-managed welfare programme improves employee performance and boost employee morale; which leads to increase in production, increase organisational performance. The problem here is, how can employee welfare be managed? To find solution to this problem, this study examined the effects of employee access to resources, open communication culture, employee benefits and employee welfare programme on organisational performance.

The main problem of employees welfare management is, some organisation do not put in place necessary facilities for employee to do their job. To properly improve employee wellness at workplace, organisations should keep employees safe, comfortable and healthy. Organisations who do not provide necessary resource but prevent employees access to right working tools and equipment, find it difficult to please employees and this put organisation goal and objectives at risk. This is why this study evaluated the effects of employee access to resources on organisational performance.

Another issue is that most organisations have no open line communication culture. This makes employees' selves express difficult and hindered relationship among employees, between employees and management. Improper welfare management organisations have no work ethic by which employees open communicate without fear of repercussions. This hinders trust and organisational performance. For this, this study will examine the effects of open communication culture on organisational performance.

More also, lack of employees benefits base on employees contributions to organizational success make employees feel disvalued and insecure in their job is essential. It is on note that this study determined the effect of employee benefits on organisational performance.

Employees wellness programme can promote employees healthy living which in turn improve organisational performance. The absence of wellness programmes hinder success of welfare management. Base on this, the current study assessed the effects of wellness programmes on organisational performance.

It is impossible to deliver quality outputs at workplace if employees are sick. Therefore, prioritizing welfare management is essential for all organizations to operate at an optimal level. Employees suffer health issues due to poor management of their welfare. Organisation which has a well management welfare

programme makes employees happy, healthy, and productive. Managing employee welfare is an integral part of any successful business, providing necessary resources, maintaining open lines communication, creating flexible working arrangements, and offering appropriate benefits to ensure that employees are safe and supported in workplace is vital for organisational growth and performance. Base on the aforementioned, this study examined employee welfare management and organisational Performance of selected Firms in Delta State.

## OBJECTIVES OF THE STUDY

The primary objective of the study is to determine employee welfare management and organisational performance of selected firms in delta state while the specific ojectives are to:

- Determine the effects of employee access to resources on organizational performance of selected firms in Delta State.
- Evaluate the effects of Open Communication Culture on organizational performance of selected firms in Delta State.
- Examine the effects of Employee Benefits on organizational performance of selected firms in Delta State.
- Assess the effects of employee wellness programme on Organizational Performance of selected firms in Delta State.

### Research Questions

Arsing from the objective for the research questions were asked:

- What are the effects of employee access to resources on organizational performance of selected firms in Delta State?
- What are the effects of open communication culture on organizational performance of selected firms in Delta State?
- What are the effects of employee benefits on organizational performance of selected firms in Delta State.
- What are the impacts of employee wellness programme on organizational performance of selected firms in Delta State,

### Hypotheses of the Study

Based on the research questions, the following hypotheses stated in null form were formulated:

- **H01:** There is no significant relationship between employee access to resources and organisational performance of selected firms in Delta State.
- **H02:** There is no significant relationship between open communication culture and organisational performance of selected firms in Delta State.
- **H03:** There is no significant relationship between employee benefits and organisational performance of selected firms in Delta State.

- **H04:** There is no significant relationship between employee wellness programme and organisational performance of selected firms in Delta State.

### Significance of the Study

The study aims to provide valuable insights into employee welfare management and organizational performance. It will help employees address poverty, provide healthy living for families, and ensure good education for children. The findings will also help reduce illiteracy among employees, enabling them to receive better training and understand workplace issues.

Organizations and management will gain a better understanding of employee welfare management, recognizing that a supportive and positive workplace is desirable. This will improve public image, attract talented employees, and maintain satisfaction and productivity. The study will also help organizations build an effective workplace culture and improve organizational performance.

Organizations will benefit from the findings, as they can achieve set objectives, engage and commit employees, and address employee attitude problems, ultimately improving productivity and efficiency. This study will be of immense benefit to researchers and serve as a guide for future research.

## REVIEWE OF RELATED LITERATURE

### Conceptualization of the study Employee Welfare

Employee welfare is a broad concept which refers to the state of living of employees in a desirable relationship with their workplace economically and socially. According to Poi (2020), after basic pay and incentives, the third major components of organizational reward system are welfare and social security benefits some of which are mandated by law and some are voluntary. Employee whose organisation considers their welfare aligns more easily with the organisational values and lives by them, as they will have a sense of belonging to their organisations. Ben-Nasr & Ghouma (2018) revealed that employee welfare includes the following among others (1) mental health (2) physical safety and (3) stress-management programs. This consist of benefits like (1) vacation time (2) health insurance (3) retirement plans and other support services. Anything organisation does for an employee's comfort is known as employee welfare, including services, facilities, and benefits. This is done to inspired employees and increase organisational performance (Linkedin, 2022).

### Employee Welfare Management

Employee Welfare management can be defined as approach organizations take to promote and support the physical, mental, and emotional well-being of their employees (Liang et al., 2023). According to Agusioma

et al (2019), it goes beyond healthcare benefits and extends into areas such as mental health support, stress management, work-life balance, fitness programs, and more. Organisations that prioritise employee welfare recognize workforce as the most valuable assets, and investing in their well-being leads to numerous organisational benefits. Gemba (2017) and Eromafuru and Baovi (2024) linked employee welfare to a working environment where the organization's culture allows employees to feel physically, psychologically, and emotionally well, where staff are given the freedom to voice their thoughts and religious beliefs. The outcome of well-managed employee welfare is contented, healthy and highly motivated workforces who are happy in their workplaces and willing to work harder to achieve organisational goal (Ben-Nasr et al., 2018).

#### *Organisational Performance*

Performance can be defines performance as number of production, standard of aggregate, time lines of production, job attendance ,efficiency and effectiveness of the work completed. In other words performance means the successful completion of tasks according to the standard set and measured by the direct line manager of the organization to previously set acceptable standards while utilizing available resource efficiently and effectively (Kimani, 2017).

The primary variables used in research and practice to represent the overall organizational performance construct can be categorized into several distinct groupings. The four primary categories of overall organizational performance variables frequently use include (1) financial measures, (2) operational measures, (3) market based measures, and (4) survival measures. In addition, (5) measures of economic value creation are popular in practice but are not frequently used in strategic management or entrepreneurship research. This study will focus on accounting measures and discuss it as follows (Gong et al., 2014).

Organisational Performance is defined as a measure of a company that may not only depend on the efficiency of the company itself but also on the market where it operates. In the financial sector, it is known as financial stability or financial health (Tran & Pham, 2020). Some financial measures are: revenue, return on equity, return on assets, profit margin, sales growth, capital adequacy, liquidity ratio, and stock prices, among others. One of the important factor to consider in order to evaluate performance of a company is the relative value of financial measures of company in relation to competitors within the same specific industry, because each industry is unique and making comparison across industries may provide bias interpretation about the performance of a company (You, Srinivasan, Pauwels & Joshi, 2020). According to Ekundayo (2018), any effective and successful business understands the importance of productivity in workplace. Being

productive can help organization increase and utilize capacity of the human resources. Baldoni (2019) opined that most productive organizaiton have happy and healthy employees due to offering of compensation and bonuses (Kibiki, 2019).

Vatan, Ardali & Shahin (2022) defined organisational performance as how well a firm executes her duties and responsibilities. Many companies assess their employees' performance on an annual or quarterly basis to define certain areas that need improvement and to encourage further success in areas that are meeting or exceeding expectations in order to determine the overall organizational performance. Otoo (2019) ascertained that performance is a critical factor in organizational success, helping to also improve overall productivity, profitability, and employee morale. By assessing organizational performance regularly, companies can identify areas that need improvement, provide support and training to employees, and ensure that everyone is working towards the same goals. Sushil (2018) argued that organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Mohamud, Abdullahi & Bashir, (2019) reported that organizational performance, performance measurement systems, performance improvement, organizational engineering and Pluralistic stakeholder values. Richard, Devinney, Yip, and Johnson (2017) ascertained that organizational performance encompasses of three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.). Willy (2018) is of the view that specialists in many fields are concerned with organizational performance including strategic planners, operations, finance, legal, and organizational development. He further stated that in recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as financial performance , customer service, social responsibility , employee stewardship.

#### **Employee Access to Resources on Organizational Performance**

Organisations that have every resource that employee need to do their work helps to keep employees safe and happy. The organisation with the right tools, equipment, and materials for employee to performance their duties increase organisational performance. According to Varadaraj & Charumathi (2019), employees that have access to necessary resources perform better. This in return will leads to organisational performance, increased employee commitment and productivity, better employee retention, reduced sick leave and absenteeism. a more resilient workforce and an enhanced reputation (ViewHR, 2023).

### **Effect of Open Communication Culture on Organizational Performance**

It is vital for employees to feel free to express their concerns or problems. Choon (2023) revealed that organisations with work ethic that enable open conversations to maintain trust. Itodo and Abang, (2018) stated that organisations should ensure that employees are networked by creating a communication channel between employers and employees.

Open communication culture plays a vital role in shaping the employee behaviour and well-being. It sets the tone for how employees interact with each other, management, and the organisation. Organizations that adopt open communication create a culture that values the well-being of employees and their opinions, fosters a sense of belonging and psychological safety, and encourages positive behaviors. It increases morale, satisfaction, improve engagement, enhance employee retention, stronger team collaboration, boost organisational productivity and performance. Organisational culture encompasses the beliefs, behaviors, and attitudes that shape the work environment and influence employee well-being. By prioritizing employee wellness, organizations demonstrate a commitment to their workforce, leading to numerous benefits for both individuals and the company as a whole (Ekere & Onuoha, 2021).

### **Effect of Employee Benefits on Organizational Performance**

Employee benefits are a comprehensive term including various services and facilities offered to employees which is not only monetary benefits. They could be benefits in kind or other forms but also capable of being monetized. These include items such as allowances, housing, transportation, medical insurance and food. Working conditions, creation of industrial harmony through infrastructure for health, industrial relations, insurance against diseases, accidents and unemployment are what employee welfare consist of. Through such benefits services and facilities, employer and organisational performance improve. (Poi, 2022). Benefits should be commensurate with the employee's experience, performance, and contributions to the organization. This could include health insurance plans, paid time off, retirement benefits, or other forms of compensation. Choosing benefits that will help employees feel valued and secure in their job is essential (Akintoye & Ofobruku, 2022).

### **Theoretical Review Social Exchange Theory**

This theory was developed by George Homans (1958). This theory is concerned with the concepts of understanding workplace dynamics. The social exchange theory thrives on the assumption that activities taken by the organization to encourage its employees leads to employee commitment to the organization. Based on the assumption of the theory, employees when

they join the organization expect that the organization will provide good working conditions and good culture. The employee will then apply their knowledge and abilities to achieve organisational goal. The favorable exchange between the organization and its employees leads to an increased commitment to the organization. The social exchange theory is based on three principles which include; reciprocity, rationality and specificity which explains the relationship between employer. The rationality principle explains workforce association with the organization which will result to rewards and satisfaction of the needs and wants of the employees. The reciprocity principle reasons that social relationship is always reciprocated between the employer and the employee. The specificity principle theorizes that the reciprocity type is able to endure an exchange relationship between the organization and the employee (Mensah, 2019).

This study is anchored to the social exchange theory because it deals with what organisation do for employees to improve organisational performance. When organisation adopt a well-structured employees welfare system, employees will feel valued, be committed to give their best to achieve organisational goal.

### **Empirical Review**

Ekere & Onuoha (2021) attempted to explain the role of some of employee welfare practices (medical insurance and compensation) in improving work performance (productivity and goal attainment). The target population comprises of Oil and Gas companies in Southern Nigeria while the accessible population is made up of 165 employees from 5 major Oil and Gas companies in southern Nigeria. The study adopted descriptive statistics and Pearson correlation for data analysis. Te study revealed that employees need certain benefits and psychological needs such as autonomy, purpose-driven satisfaction to increase their level of productivity. Employee welfare is an essential element in creating a sense of recognition and satisfaction which will evidently boost productivity and reduce frequent employee turnover. Hence, the study concludes that employee welfare practices have a positive relationship with work performance and thus recommends that Oil and Gas companies should give more attention to employee welfare to facilitate work performance.

Itodo S. M. & Abang (2018) examined the impact of staff welfare on the performance of the officers and men of Nigeria Police Academy Wudil. TThe study relied mostly on primary documentation (data) where questionnaires were designed and administered to the respondents in line with the objectives of the study. The study adopted simple percentage, descriptive statistics, tables and the Spearman's rho statistical tools in presenting and analyzing the data collected the study. The result shows a positive long run relationship between staff welfare, staff Turnover and staff productivity.

Welfare package is necessary for high productivity of the officers and men of the Nigeria Police Academy, Wudil. Base on the findings of this study it was recommended that Pragmatic efforts should be made to enhance the personnel job capabilities through training; to improve working conditions of the employees and their general welfare in order to elicit job satisfaction and motivation for increased performance. Also to reduce the incident of staff turnover, the personnel basic needs and working condition should be provided as at when due.

Poi (2020) carried out a research on employee welfare packages and the performance of public organizations in Rivers State, Nigeria. The population of the study consisted of the 15,600 civil. The instrument (questionnaire) which contained 23 items was properly validated and a reliability of 0.81 was obtained through Cronbach Alpha approach. Percentages, mean and standard deviation were used to answer the research questions while z-test was used to test the hypotheses at 0.05 level of significance. The results of the study showed that the employee welfare packages enjoyed by civil servants in Rivers State included rent subsidy and transport allowance but they were less than expected. The study revealed that adequate employee welfare packages could enhance staff performance by promoting job commitment and satisfaction as well as enhance productivity and efficiency in the utilization of resources.

Akintoye & Ofobruku (2022) examined the influence of staff welfare package has on organizational performance. The discourse, established from the analysed literatures that staff welfare package increases staff motivation, while staff motivation on the other hand increases and brings about productivity. Also, the paper assumed that there is a sparse volume of literatures on effects of staff welfare package specifically on organizational performance.

The findings of the various scholars from the empirical review shown that most of the researchers discussed employee welfare management and organisational performance, but none have discussed the subject matter in respect to selected firms in Delta State. Here lies the knowledge gap. This study examined employee welfare management and organisational performance of selected firms in Delta State. The study have critically determined the effects of employee access to resources, open communication culture, employee benefits and employee wellness programme on organisational performance.

## METHODS

Descriptive survey design was adopted to investigate the subject matter. The study adopted a descriptive survey design because the researcher considered it as the best design to elicit information from the respondents on the subject matter. The target

population of the study is 187 from five firms in Delta State namely: The sample used in this seminar work is 123. This sample size was determined using the Krejcie and Morgan Table for sample size calculation from the population of 280. This study adopted ballot sampling techniques to select the 5 firms. The names of all firms in Delta State were written on pieces of paper, squeezed, put in a basket and shuffled. The 5 firms were picked one after the other without replacement.

Questionnaire was used as “instrument for data collection”. The questionnaire was developed using 4-point scale. Questionnaire was used as instrument for data collection, designed in two sections; A and B and constructed based on the modified Likert 4-point scale of Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD).

The researcher personally administered copies of the questionnaires to the respondents after due permission from the managers of each firm. This was done after explaining the purpose of the exercise to the respondents and establishing a rapport, most especially with the employees that were used. 123 copies of the questionnaire were distributed but 120 copies were retrieved due to improper filling of some copies of the questionnaire, which shows 98% retrieval rate.

## Method of Data Analysis

Collected data was summarized into frequency tables. “Descriptive and inferential statistics were employed. Simple percentage and mean was used to answer the research questions while multiple regressions were used to test the hypotheses in SPSS 25 at a significant level of 0.05”. thus the following model specification were developed for the study:

$$OP = \beta_0 + \beta_1AR + \beta_2OC + \beta_3EB + \beta_4EW + e$$

*OP = Organisational Performance is Dependent Variable*  
*AR = Employee Access to Resource*  
*OC = Open Communication Culture*  
*EB = Employee Benefits*  
*EW = Employee Wellness Programme*

## RESULTS

Research questions were answered using simple percentage, frequency tables and mean While the hypotheses were tested using multiple regressions via SPSS 25 at 0.05 significant level. 123 copies of the questionnaire were distributed but 120 were retrieved, which shows 98% retrieval rate.

### Answering of research questions

#### Research Question 1

What are the effects of employee access to resources on organization performance of selected firms in Delta State?

**Table 1: Effect of Employee Access to Resources on Organization Performance**

S/N	Statement/Items	Mean	STDEV	Remark
1.	I work for my employer due to availability and access to facilities	3.30	0.83	Agreed
2.	I am committed and productive because of access to resources	3.10	1.04	Agreed
3.	My performance is improved	3.23	1.04	Agreed
4.	I rarely have sick leave and absenteeism from work	3.13	0.63	Agreed
5.	My organisation has resilient workforce and good reputation	3.45	0.68	Agreed
<b>Grand Total</b>		<b>3.24</b>	<b>0.84</b>	<b>Agreed</b>

Researchers' fieldwork, 2024

The means response to items 1 – 5 as shown in Table 1 are: 3.30, 3.10, 3.25, 3.13 and 3.45 respectively and 3.24±0.84. Since the mean value of all the items are greater than 2.5, this implies that, employee access to resources leads to better employee retention, increased

employee commitment and productivity, more resilient workforce and enhanced organisational reputation.

**Research Question 2:** What are the effects of open communication culture on organization performance of selected firms in Delta State?

**Table 2: Effect of Open Communication on Organization Performance**

S/N	Statement/Items	Mean	Std	Remark
6.	I collaborate with my colleagues to form stronger team	3.20	0.74	Agreed
7.	I am informed with company matters and development	3.38	0.90	Agreed
8.	I gain knowledge and skills due to open communication	3.13	0.94	Agreed
9.	My role contribute to company's success	3.14	0.99	Agreed
10.	I can express myself freely without fear	3.44	0.79	Agreed
<b>Grand Total</b>		<b>3.26</b>	<b>0.87</b>	<b>Agreed</b>

Researchers' fieldwork, 2024

The means response to items 6 – 10 as shown in Table 2 are: 3.20, 3.38, 3.13, 3.14 and 3.44 respectively and 3.26±0.87. Since the mean value of all the items are greater than 2.5, this implies that, open communication maintain enable collaboration, gives information, aid

knowledge acquisition, improve organisational success and enable self-expression.

**Research Question Three:** What are effects of employee benefits on organization performance of selected firms in Delta State?

**Table 3: Employee Benefits on Organization Performance**

S/N	Statement-t/Items	Mean	Std	Remark
11.	I get access to flexible work policy	3.43	0.69	Agreed
12.	I am satisfied with payment time policy	3.37	0.82	Agreed
13.	I feel valued and secured and at workplace	3.08	1.12	Agreed
14.	My contribution to overall organisational growth is boasted.	3.36	0.73	Agreed
15.	I feel appreciated	3.43	0.68	Agreed
<b>Grand Total</b>		<b>3.33</b>	<b>0.81</b>	<b>Agreed</b>

Researchers' fieldwork, 2024

The means response of the respondents to items 11 – 15 as shown in Table 3 are: 3.43, 3.37, 3.08, 3.36 and 3.43 respectively and 3.33±0.81. Since the mean value of all the items are greater than 2.5, this implies that, employee benefits gives access to flexible work

policy, job satisfaction, aid security, value, boasted performance and employee feel appreciated.

**Research Question Four:** What are the effects of employee wellness on organization performance of selected firms in Delta State?

**Table 4: Effects of Employee Wellness on Organization Performance**

S/N	Statement/Items	Mean	Std	Remark
16.	I am physically and mentally healthily in caring out my responsibilities	3.53	0.61	Agreed
17.	I am satisfied, happy and productive.	3.26	0.75	Agreed
18.	It increases workplace productivity	3.21	0.90	Agreed
19.	I am not stressed by workplace activities	3.35	0.78	Agreed
20.	It have access to counseling, and hold health-related activities	3.28	0.89	Agreed
<b>Grand Total</b>		<b>3.33</b>	<b>0.79</b>	<b>Agreed</b>

Researchers' fieldwork, 2024

The means response to items 16 – 20 as shown in Table 4 are: 3.53, 3.26, 3.21, 3.35 and 3.28 respectively and  $3.33 \pm 0.79$ . Since the mean value of all the items are greater than 2.5, this implies that, employee wellness promotes employees’ physical and mental health,

ensures happiness, healthy living, reduces stress, provide access to counseling, and hold health-related activities.

**Test of Hypotheses**

**Table 5: Summary of regression analysis of hypotheses 1 to 4**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson		
1	.934	.873	.869	.15229	.405		
<b>ANOVA</b>							
		Sum of Squares	df	Mean Square	F	Sig.	
Regression		18.333	4	4.583	197.619	.000 <sup>b</sup>	
Residual		2.667	115	.023			
Total		21.000	119				
<b>Coefficients</b>							
	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	.379	.242		1.565	.120		
AR	.603	.082	.775	7.399	.000	.101	9.946
OC	.113	.163	-.093	-.695	.028	.062	16.163
EB	.096	.223	.061	.431	.017	.054	18.400
EW	.290	.233	.209	1.245	.021	.039	25.507

a. Predictors: (Constant), EW, AR, OC, EB

b. Dependent Variable: OP

The R value of 0.934 in the Model Summary Table (Table 5) represents the Pearson correlation. This implies that there is a strong and positive correlation across the variables since the value of r (0.934) tends to 1. The R Square ( $r^2$ ) value of 0.873 shows the proportion of the variance in Organisational performance that can be explained by the independent variables. This implies that 87% variation in Organisational Performance (OP) can be explained by Employee Access to Resources (AR), Open Communication Culture (OC), Employee Benefits (EB) and Employee Wellness. The value of Sig (0.00) indicates that, explanatory (independent) variables combined have a statistically significant association with the dependent variable.

**Hypothesis 1:**

**There is no significant relationship between employee access to resources and organisational performance of selected firms in Delta State.**

The Sig-value (0.000) of Employee Access to Resources (AR) indicates that, there is a significant relationship between employee access to resources and organisational performance of selected firms in Delta State; since the Sig-value (0.000) is lesser than 0.05. Therefore, the null hypothesis which stated that there was no significant relationship between employee access to resources and organizational performance of selected firms in Delta State, is rejected. This implies that there is a significant relationship between employee access to

resources and organisational performance of selected firms in Delta State.

For every additional effort of improving employee access to resources, organisational performance is expected to increase by coefficient of 0.603 (Table 5) assuming other independent variables remain constant.

**Hypothesis 2:**

**There is no significant relationship between open communication and organisational performance of selected firms in Delta State.**

The Sig-value (0.028) of Open Communication Culture (OC) in Table 5 indicates that, there is a significant relationship between employee access to resources and organisational performance of selected firms in Delta State; since the Sig-value (0.028) is lesser than 0.05. Therefore, the null hypothesis which stated that there was no significant relationship between open communication culture and organizational performance of selected firms in Delta State, is rejected. This implies that there is a significant relationship between open communication culture and organisational performance of selected firms in Delta State.

For every additional effort of improving open communication culture, organisational performance is expected to increase by coefficient of 0.113 (Table 5) assuming other independent variables remain constant.

### Hypothesis 3:

**There is no significant relationship between employee benefits and organisational performance of selected firms in Delta State.**

The Sig-value (0.017) of Employee Benefits (EB) in Table 5 indicates that, there is a significant relationship between employee benefits and organisational performance of selected firms in Delta State; since the Sig-value (0.017) is lesser than 0.05. Therefore, the null hypothesis which stated that there was no significant relationship between employee benefits and organizational performance of selected firms in Delta State, is rejected. This implies that there is a significant relationship between employee benefits and organisational performance of selected firms in Delta State.

For every additional effort of improving employee benefits, organisational performance is expected to increase by coefficient of 0.096 (Table 5) assuming other independent variables remain constant.

### Hypothesis 4:

**There is no significant relationship between employee wellness programme and organisational performance of selected firms in Delta State.**

The Sig-value (0.021) of Employee Wellness in Table 5 indicates that, there is a significant relationship between employee wellness and organisational performance of selected firms in Delta State; since the Sig-value (0.021) is lesser than 0.05. Therefore, the null hypothesis which stated that there was no significant relationship between employee wellness and organizational performance of selected firms in Delta State, is rejected. This implies that there is a significant relationship between employee wellness and organisational performance of selected firms in Delta State.

For every additional effort of improving employee wellness, organisational performance is expected to increase by coefficient of 0.290 (Table 5) assuming other independent variables remain constant.

More also, the coefficient for the intercept (Table 5) means the expected Firm Growth when AR, OC, EB and EW are not improved (at 0 states) is 0.379.

Therefore, the estimated regression equation for the model base on the analysis can be written as:

$$OP = 0.379 + 0.603AR + 0.113OC + 0.096EB + 0.290EW$$

## FINDINGS

The analysis from the test of hypothesis 1 and the answer to research question 1 (Table 1) revealed that, there is a significant relationship between employee access to resources and organisational performance of selected firms in Delta State. employee access to resources leads to better employee retention, increased

employee commitment and productivity, more resilient workforce and enhanced organisational reputation. This finding agreed with the view of Varadaraj and Charumathi (2019) who said that in an organisation, employees should have access to the necessary resources, such as health and safety measures, training materials, and mental health services. The finding support the opinion of ViewHR, (2023) who ascertained that access to resources increased employee commitment and productivity, better employee retention.

The analysis from the test of hypothesis 2 and the answer to research question 2 (Table 2) revealed that, there is a significant relationship between open communication culture and organisational performance of selected firms in Delta State. Open communication maintain enable collaboration, gives information, aid knowledge acquisition, improve organisational success and enable self-expression. This finding supported the findings of Ekere and Onuoha (2021) who revealed that open communication culture plays a vital role in shaping the employee behaviour and well-being. It sets the tone for how employees interact with each other, management, and the organisation.

The analysis from the test of hypothesis 3 and the answer to research question 3 (Table 3) revealed that, there is a significant relationship between employee benefits and organisational performance. Employee benefits give access to flexible work policy, job satisfaction; aid security, value, boasted performance and employee feel appreciated. This finding is in line with the findings of Akintoye and Ofobruku (2022) who argued that benefits help employees feel valued and secure in their job is essential. The finding is also in agreement with the view of Poi (2022) who said that through benefits, employer makes life worth living for employees hence improved employee and organisational performance.

The analysis from the test of hypothesis 4 and the answer to research question 4 (Table 4) revealed that, there is a significant relationship between employee wellness and organisational performance of bank employees. Employee wellness promotes employees' physical and mental health, ensure happiness, healthy living, reduce stress, provide access to counseling, and hold health-related activities. This finding is in support the views of Abu (2016) and LinkedIn (2022); they are of the view that wellness programme for employees helps promote physical and mental health.

## CONCLUSION

Employee welfare management is the development, implementation and on-going maintenance of a welfare service which consists of objectives, policies, rules, budget and other related elements of organisation. To effectively manage employee welfare, management need to study welfare needs, decide the programme, ensure financing, inform drafts, revise the

draft, implement, review and renewal. Base on the findings of this study, it can be concluded that employee welfare management improve organisational performance, increased employee commitment and productivity, better employee retention, more resilient workforce and enhanced organizational reputation. Also, It maintain trust and encourage employees to speak up, creates connection between employees and management, shape employee behaviour and well-being, increase employee morale and satisfaction, and aid team collaboration. More also, employee welfare management makes life worth living for employees hence improved employee, make employees feel valued, make employees feel secured in their job, increase employee's contribution to organisation, increase employee commitment and organisational performance. Furthermore, it promote employees' physical and mental health, ensure that employees are happy, healthy, and productive, increase workplace to be productive, reduce stress, provide access to counseling, and hold health-related activities.

## RECOMMENDATION

- Organizations should be supportive, create positive workplace and cultivate the habit of giving employees access to resources in order to improve organisational performance,
- Organisations should maintain trust and encourage employees to speak up, creates connection between employees and management, shape employee behaviour and well-being
- Organisation should sustain the habit of making life worth living for employees to improved employee and make employees feel valued and secured in their job.
- Organisation should maintain physical and mental health to ensure that employees are happy, healthy, and productive

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