



WELFARE PACKAGES AND THE PERFORMANCE OF THE FEDERAL MINISTRY OF TRANSPORT, ABUJA, NIGERIA

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ABSTRACT

The study examined employee welfare packages and ways in which they can promote the performance of public organizations in Federal Ministry of Transport Abuja, Nigeria. A descriptive survey research design was adopted. The study was guided by two research questions and two hypotheses. The population of the study consisted of the civil servants in Federal Ministry of Transport Abuja. A sample size of 780 civil servants comprising of 400 males and 380 females was drawn through stratified random sampling technique. A questionnaire titled; “Employee Welfare Packages and Organizational Performance Questionnaire (EWPOPO)” was designed by the researcher and was used for data collection. The instrument 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, despite some indication of improved job performance, welfare packages at the Federal Ministry of Transport do not significantly enhance overall job satisfaction or employee retention, as reflected by the low mean score of 2.23, and the allocation of welfare resources is widely acknowledged to positively impact operational efficiency within the Ministry, enhancing workflow and optimizing daily operations, as indicated by an aggregate mean of 2.82 and a standard deviation of 0.62. Based on the findings, the study recommended that the Federal Ministry of Transport should enhance welfare packages to better address employee satisfaction and retention needs while maintaining their effectiveness in improving operational efficiency.

KEYWORDS

Employee Welfare, Public Organization, Performance, Civil Servant, Public Service

ARTICLE HISTORY:

Received: June, 2024

Received: in revised: October, 2024

Accepted: November, 2024

Published online: November, 2024

INTRODUCTION

In every organization, there are always people committed to working for its growth and continued sustainability. These people work towards the attainment of the organization's goals. The organization's performance depends on these people's willingness to put in their best endeavours in rendering quality service and ensuring that available resources are effectively utilized. For an organization to attain its goals, vision and mission, it would need a team of satisfied and happy staff (Oshagbemi, 2000). Therefore, an organization must attract, retain and maintain competent and high-performance staff in its employment. The continuous care and attention given to staff members will make them feel a sense of belonging and affect their ability to contribute to the growth and development of the organization.

One of management's essential functions is determining how employees can be motivated to be highly productive by satisfying their needs. This assumption presupposes that every worker has some internal urge which propels him in specific directions toward the realization of his entire life's ambition. According to Anikpo (2014), the direction of those urges or needs differs from one employee to another. However, certain uniform clusters of needs have been very easy to determine and when these needs are provided, it will help enhance productivity in the public sector. According to Nzelibe (1990) and Nzelibe and Moruku (2010), the assumption that Nigeria workers are motivated to perform more by increases in wages and other salary supplements such as pay leaves, fees for health care programme, bonuses, pension and gratuity plans and insurance have received some support.

Employee welfare could be viewed as the efforts that management puts in place to make life worth living for employees of an organization (Abu, 2016). Employee welfare involves providing various services, facilities and amenities for the benefit of the employees for improved standard of living. It is part of the efforts of the management of an organization to meet the needs of their workforce to improve their productive capacity. Employee welfare ensures that employees are happy and comfortable performing their tasks effectively. Employee welfare has been relevant in recent times for greater achievement of the desired goals of various organizations. There is the need to provide a good working environment, staff quarters or accommodation, health care services, safety and appropriate remuneration. Failure of organizations to adequately consider the welfare of their staff could lead to poor performance and low productivity. Some employers now

recognize that addressing employee welfare is one way of positive and effective human resource management critical to organizations performance.

According to Coventry and Barker (2008), employee welfare packages include a wide range of things such as providing social clubs, sports facilities and canteens as appropriate, supervising staff and works, running sick clubs and savings schemes, dealing with superannuation, pension funds and leave grants, making loans available in hardship times, arranging legal aid and giving advice on personal problems, making long service grants and providing assistance to staff transferred to another area and providing fringe benefits (such as payment during sickness, luncheon vouchers and other indirect advantages).

Owusu-Acheaw (2010) defined performance as the quantity of goods and/or services produced over a specified period of time in relation to resource inputs or utilization. It equally includes how well the organization's staff perform their assigned roles in order to please or satisfy their customers. Productivity, in this case, shows the level of effectiveness and efficiency in the utilization of resources by employees for quality outputs. Inadequate attention to the welfare of staff in any organization may affect the progress of such an organization. Against this background, the researcher was motivated to examine the employee welfare packages of civil servants in the Federal Ministry of Transport Abuja and how it affects the performance of public organizations in the State. It is difficult for any organization to achieve its goals without adequate management of its human resources. They need to be adequately motivated to enable them to put in their best efforts to enhance the organization's performance and achieve set targets. It has been observed that workers in public organizations in the Federal Ministry of Transport Abuja often embark on strikes to pressure the government to meet some of their demands. Some employees are habitually late to work every day while others do not come to work every day. This implies that some employees in public organizations in the Federal Ministry of Transport Abuja hardly put in their best efforts to enhance the performance of their organizations.

The above scenario would suggest that human resource management is not receiving proper attention in public organizations in the Federal Ministry of Transport Abuja. The implication would be that employee welfare is not getting the adequate attention it deserves, hence the frequent strikes by civil servants and other nonchalant attitudes. This situation hinders

efficiency and effectiveness in the utilization of resources for better productivity. This problem is worthy of further investigation to identify the root causes and how to address it.

To address this gap in knowledge, this study explores the following research questions;

- i. How do welfare packages provided to employees impact the overall performance and job satisfaction of staff at the Federal Ministry of Transport, Abuja?
- ii. What is the relationship between the allocation of welfare resources and the efficiency of operational processes within the Federal Ministry of Transport, Abuja?

Based on the questions, the study's main objective is to evaluate how welfare packages impact employee performance at the Federal Ministry of Transport, Abuja.

The following hypothesis guided the study;

H0₁: There is no significant impact of welfare packages provided to employees on the overall performance and job satisfaction of staff at the Federal Ministry of Transport, Abuja.

H0₂: There is no significant relationship between the allocation of welfare resources and the efficiency of operational processes within the Federal Ministry of Transport, Abuja.

LITERATURE REVIEW

Employee Welfare

Employee welfare refers to the range of benefits and support systems provided by organizations to enhance the well-being and productivity of their employees. These welfare programs typically include health and wellness benefits, financial assistance, recreational facilities, and work-life balance initiatives (Stratton, 2005). Employee welfare addresses workers' needs, from physical and mental health to job satisfaction and financial security, fostering a supportive work environment (Smith & Jones, 2018).

Research highlights that comprehensive welfare packages can improve employee morale, higher job satisfaction, and increase productivity (Williams & Brown, 2020). For instance, health benefits and wellness programs can reduce absenteeism and healthcare costs, while financial assistance and retirement plans contribute to long-term employee retention (Adams, 2019). Effective welfare programs enhance individual well-being and align with organizational goals by creating a more motivated and engaged workforce (Taylor, 2021).

Overall, employee welfare is a critical component of human resource management that supports the holistic development of employees, promotes organizational loyalty, and drives overall performance (Harrison, 2022).

Employee Performance

Employee performance is a critical factor influencing organizational success and productivity. It encompasses the effectiveness, efficiency, and quality of work employees perform, impacting overall organizational outcomes (Armstrong, 2020). Key determinants of employee performance include motivation, job satisfaction, and the availability of resources and support (Locke & Latham, 2002). Motivation theories, such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, highlight the importance of addressing intrinsic and extrinsic motivators to enhance employee performance (Maslow, 1943; Herzberg, 1966). Effective performance management systems often incorporate goal-setting, regular feedback, and performance appraisals to align employee objectives with organizational goals (Eisenhower & Oldham, 1980).

Furthermore, research indicates that supportive work environments, including adequate training and development opportunities, significantly impact performance outcomes (Noe, 2017). For example, organizations that invest in employee development tend to see improved performance and job satisfaction (Birdi, 2005). Understanding and improving employee performance is essential for achieving strategic objectives and maintaining competitive advantage in today's dynamic business environment.

Ministry of Transportation

The Ministry of Transportation is a pivotal government agency responsible for overseeing and coordinating national transportation policies, infrastructure development, and regulatory frameworks. Its primary mandate includes planning, implementing, and managing transportation systems to ensure safe, efficient, and sustainable mobility within a country (Miller, 2018). This involves managing various transportation modes, such as road, rail, air, and maritime transport, and addressing the challenges related to infrastructure, safety, and policy compliance (Smith & Johnson, 2020).

In Nigeria, the Federal Ministry of Transportation plays a crucial role in shaping the country's transportation landscape. It is tasked with developing policies to improve transport infrastructure, enhance connectivity, and support economic growth through efficient transport

systems (Okoro & Nwankwo, 2019). The ministry also works on integrating technological advancements into transportation management to address issues like congestion and environmental impact (Ezeani & Chukwu, 2021).

Effective performance of the Ministry of Transportation is essential for achieving national development goals, improving public safety, and fostering economic prosperity. Evaluations of its performance often focus on the efficiency of transport networks, the adequacy of infrastructure investments, and the overall impact on economic activities (Udo, 2022).

Empirical Review

Okoye and Nnamdi (2021) conducted a comprehensive study on the impact of welfare packages on employee performance within Nigerian public sector organizations. Their research aimed to determine how various components of welfare programs—such as health benefits, housing allowances, and retirement plans—affect employee motivation and overall job performance. The study utilized a mixed-methods approach, incorporating both quantitative surveys and qualitative interviews with employees across different public sector agencies. The findings revealed a strong positive correlation between the availability of comprehensive welfare packages and enhanced employee performance. Specifically, employees with access to robust health benefits reported higher job satisfaction and motivation. This, in turn, contributed to increased productivity and efficiency in their work roles. The research also highlighted that those employees with housing allowances demonstrated greater stability and focus, further boosting their work performance. Additionally, the study emphasized that well-structured welfare programs improve individual employee outcomes and foster a more positive organizational culture. Public sector organizations can achieve better overall performance and reduced turnover rates by investing in employees' well-being. This research underscores the importance of implementing and maintaining effective welfare packages as a strategic approach to enhancing employee performance and organizational success.

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Ogunyemi (2021) examined how welfare resource allocation affects employee performance and organizational efficiency within public sector institutions. The study employed a mixed-methods approach, combining quantitative surveys and qualitative interviews, to assess the impact of various welfare packages on employees. Key findings indicated a positive correlation between providing comprehensive welfare resources and improving staff productivity and operational efficiency. Specifically, the study found that employees who received benefits such as health care, housing allowances, and educational support reported higher levels of job satisfaction and motivation. This, in turn, led to enhanced performance outcomes and increased organizational effectiveness. The research highlighted that enhanced welfare packages were associated with significant employee morale and engagement improvements. Employees felt more valued and supported, translating into increased commitment and a stronger work ethic. Moreover, the study observed that organizations with well-structured welfare programs experienced lower turnover rates and better performance metrics. These findings underscore the importance of investing in welfare resources as a strategic approach to boost employee performance and drive organizational success in public sector institutions. Ogunyemi's study provides valuable insights into the relationship between welfare packages and employee outcomes, suggesting that thoughtful allocation of resources can lead to substantial benefits for both staff and organizations.

Ezeani and Okonkwo (2020) investigated the relationship between welfare provision and operational performance across Nigerian federal agencies. Their study utilized a mixed-methods approach, combining quantitative surveys with qualitative interviews to gather comprehensive data on the effects of welfare packages. The researchers found that well-structured welfare provisions significantly impacted operational efficiency within these agencies. Specifically, they noted that adequate welfare resources, such as health benefits, housing allowances, and education support, improved employee satisfaction and motivation. The study highlighted that enhanced employee satisfaction, stemming from effective welfare allocation, contributed to higher productivity and operational output levels. Employees who perceived their welfare packages as sufficient were likelier to demonstrate increased commitment and engagement. Additionally, the study revealed that agencies with robust welfare programs experienced lower turnover rates and better organizational performance metrics. The study emphasized that for federal agencies to optimize their performance, they must invest in comprehensive welfare resources. They recommended that policymakers and administrators prioritize developing and implementing effective welfare strategies to support employee well-being and enhance overall agency performance. Their research underscores the significant role that welfare packages play in improving employee satisfaction and achieving organizational goals and operational success.

THEORETICAL FRAMEWORK

This study is anchored on Herzberg's two-factor theory. The theory, also called the motivator–hygiene theory was propounded by Fredrick Herzberg, as cited in Okorie (2012). Motivational factors are intrinsic to work itself. They make the work more challenging, enjoyable and rewarding. These factors include achievement, recognition, responsibility, advancement, growth possibility and the work itself. On the other hand, hygiene or dissatisfiers have a preventive quality because workers may not be happy working when their environment is not hygienic. However, good hygiene in their work environment does not necessarily guarantee happiness. Rather, it helps to reduce the feeling of dissatisfaction. The hygiene factors explain the work context and are established to avoid unnecessary workplace unpleasanties. The hygiene factors include organizational policy and administration, supervision, salary, working conditions, relationship with supervisors and subordinates, status and security.

Employees are expected to enjoy certain conditions of service as a result of the traditional work relationship between them and their employers. When these conditions sufficiently exist in their workplaces, they perform better to meet the minimum requirements of their job. Failure of the conditions to exist in adequate quantity or their absence will cause employees to be dissatisfied with their work, unhappy and they will be less productive. This situation will reduce their level of motivation and may cause them to be ineffective in their job performance. This theory highlights the importance of employee welfare in job performance. It proposes that employee welfare is directly related to employee performance. This theory works well when they have the same objective of better welfare for employers and employees.

METHODOLOGY

The study adopted a descriptive survey research design. The study population comprised civil servants with the Federal Ministry of Transport Abuja civil service. A sample of seven hundred and eighty (780), comprising four hundred (400) male and three hundred and eighty (380) female civil servants, was drawn through a stratified simple random sampling technique. This sample size represented 20% of the population. The researcher designed the “Employee Welfare Packages And Organizational Performance Questionnaire (EWPOPQ)” questionnaire for data collection. The responses were scored on a 4-point Likert scale with Strongly Agree (SA), 4, Agree (A), 3, Disagree (D), 2 and Strongly Disagree (SD), 1. The instrument was properly validated and a reliability coefficient index of 0.81 was obtained through Cronbach Alpha Method. Percentages, mean and Standard Deviation were used to answer the research questions while z-test was used to test the hypotheses at 0.05 significance level.

RESULTS AND DISCUSSION

Research Question One: How do welfare packages provided to employees impact the staff's overall performance and job satisfaction at the Federal Ministry of Transport, Abuja?

Table 1: Impact of Welfare Packages on Overall Performance and Job Satisfaction of Staff at the Federal Ministry of Transport, Abuja

S/N		SA	A	D	SD	X	STD	SA	A	D	SD	X	STD	Mean set	Decision
1.	Welfare Packages as a Significant Factor in Employee Retention at the Federal Ministry of Transport"	60 (240) 15%	82 (246) 21%	128 (256) 32%	130 (130) 32%	2.18	0.82	68 (172) 18%	69 (207) 18%	102 (204) 27%	141 (141) 37%	2.17	0.94	2.18	Disagree
2.	The Impact of Welfare Resources on Work-Life Balance at the Ministry	66 (264) 16%	75 (225) 19%	132 (264) 33%	127 (127) 32%	2.20	0.81	62 (248) 16%	86 (258) 23%	108 (216) 28%	124 (124) 33%	2.23	0.95	2.22	Disagree
3.	The Availability of Welfare Benefits Increases My Motivation to Perform Well in My Job	72 (288) 18%	76 (228) 19%	124 (248) 31%	128 (128) 32%	2.23	0.79	50 (200) 13%	46 (138) 12%	99 (198) 26%	185 (185) 49%	1.90	0.93	2.07	Disagree
4.	The Contribution of Welfare Packages to Improved Job Performance at the Ministry	106 (424) 27%	138 (414) 34%	63 (126) 16%	93 (93) 23%	2.64	0.58	89 (356) 23%	112 (336) 30%	82 (164) 22%	97 (97) 25%	2.51	0.61	2.58	Agree
5.	The Impact of Welfare Packages on Employee Retention at the Federal Ministry of Transport	54 (216) 13%	72 (216) 18%	143 (286) 36%	131 (131) 33%	2.12	0.83	42 (168) 11%	65 (195) 17%	94 (188) 25%	179 (179) 47%	1.92	0.91	2.02	Disagree
	Aggregate mean and standard deviation					2.23	0.78					2.14	0.83	2.18	Disagree

Source: Survey Data

The data analysis for the survey on the impact of welfare packages on employee retention, motivation, work-life balance, and job performance at the Federal Ministry of Transport is summarized below. The survey used a four-point Likert scale, with responses categorized as Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD).

Welfare Packages as a Significant Factor in Employee Retention

Mean (X): 2.18

Standard Deviation (STD):0.82

Decision: Disagree

The mean score of 2.18, with a standard deviation of 0.82, indicates that respondents generally disagree that welfare packages are a significant factor in their decision to remain employed. The distribution of responses shows that a considerable percentage of employees (32%) chose "Disagree," suggesting a lack of perceived impact of welfare packages on retention.

The Impact of Welfare Resources on Work-Life Balance

Mean (X): 2.22

Standard Deviation (STD): 0.95

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Decision: Disagree

Analysis: With a mean score of 2.22 and a standard deviation of 0.95, responses reflect a general disagreement regarding the impact of welfare resources on work-life balance. The data shows that 33% of respondents disagree, indicating that welfare packages may not significantly affect their work-life balance.

Welfare Benefits and Motivation

Mean (X): 2.07

Standard Deviation (STD): 0.93

Decision: Disagree

The mean score of 2.07, with a standard deviation of 0.93, indicates a general disagreement that welfare benefits increase motivation to perform well. A substantial 49% of respondents strongly disagree, highlighting that welfare benefits are not seen as a strong motivator.

Contribution of Welfare Packages to Improved Job Performance

Mean (X): 2.58

Standard Deviation (STD): 0.61

Decision: Agree

With a mean score of 2.58 and a standard deviation of 0.61, respondents generally agree that welfare packages contribute to improved job performance. The relatively lower standard deviation reflects a consensus among respondents about the positive impact of welfare packages on performance.

Overall Impact of Welfare Packages on Employee Retention

Mean (X): 2.02

Standard Deviation (STD): 0.91

Decision: Disagree

A mean score of 2.02, with a standard deviation of 0.91, indicates that most respondents disagree that welfare packages significantly affect their decision to stay at the organization. The high percentage of disagreement suggests that factors beyond welfare packages influence retention.

Aggregate Statistics

Mean: 2.23

Standard Deviation: 0.78

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Decision: Disagree

The overall mean score of 2.23 with a standard deviation of 0.78 indicates a general disagreement with the positive impact of welfare packages on job satisfaction and performance. The aggregate data suggests that while there may be some positive effects on job performance, overall satisfaction and retention are not strongly influenced by the welfare packages provided.

Research Question Two: What is the relationship between the allocation of welfare resources and the efficiency of operational processes within the Federal Ministry of Transport, Abuja?

Table 2: The Relationship between Welfare Resource Allocation and Operational Efficiency at the Federal Ministry of Transport, Abuja

S/N														Mean set	Decision
		SA	A	D	SD	X	STD	SA	A	D	SD	X	STD		
1.	The impact of welfare resource allocation on operational efficiency within the Federal Ministry of Transport	130 32%	163 40%	66 17%	42 11%	2.95	0.60	116 31%	149 39%	52 14%	63 16%	2.84	0.64	2.90	Agree
2.	The impact of welfare resources on workflow and efficiency of daily operations in the Federal Ministry of Transport	148 37%	180 45%	44 11%	28 7%	3.12	0.58	133 35%	162 42%	48 13%	37 10%	3.03	0.59	3.08	Agree
3.	The role of increased welfare support in optimizing and streamlining operational processes within the Ministry	129 32%	155 39%	61 15%	55 14%	2.90	0.62	118 31%	160 42%	52 14%	50 13%	2.91	0.66	2.91	Agree
4.	The effectiveness of welfare resource allocation on operational performance and Inefficiencies	138 34%	164 41%	75 19%	23 6%	3.04	0.59	136 36%	136 36%	54 14%	54 14%	2.93	0.67	2.99	Agree
5.	Efficient allocation of welfare resources and its impact on operational efficiency at the Federal Ministry of Transport	140 35%	146 37%	48 12%	66 16%	2.90	0.62	124 33%	130 34%	62 16%	64 17%	2.83	0.65	2.87	Agree
	Aggregate mean and standard deviation					2.82	0.62					2.76	0.65		

Source: Survey Data

The survey data on the relationship between welfare resource allocation and operational efficiency within the Federal Ministry of Transport is analyzed below.

Impact of Welfare Resource Allocation on Operational Efficiency

Mean (X): 2.90

Standard Deviation (STD): 0.64

Decision: Agree

With a mean score of 2.90 and a standard deviation of 0.64, respondents generally agree that welfare resource allocation positively impacts operational efficiency. The majority (72%) of respondents either agreed or strongly agreed, indicating a perceived positive effect of welfare resources on efficiency.

Welfare Resources and Workflow Efficiency

Mean (X): 3.08

Standard Deviation (STD): 0.59

Decision: Agree

The mean score of 3.08, with a standard deviation of 0.59, suggests that respondents believe welfare resources significantly enhance workflow and daily operational efficiency. A high percentage (82%) agreed or strongly agreed, reflecting a strong perception of welfare resources' impact on improving operational processes.

Welfare Support and Operational Optimization

Mean (X): 2.91

Standard Deviation (STD): 0.66

Decision: Agree

The mean score of 2.91, coupled with a standard deviation of 0.66, indicates general agreement that increased welfare support helps in optimizing and streamlining operational processes. Most respondents (71%) recognized the role of welfare resources in improving operational efficiency.

Effectiveness of Welfare Allocation on Performance

Mean (X): 2.99

Standard Deviation (STD): 0.67

Decision: Agree

The mean score of 2.99 and standard deviation of 0.67 reflect agreement that welfare resource allocation affects operational performance and reduces inefficiencies. A substantial portion (75%) agreed or strongly agreed, showing a positive view of the effectiveness of welfare resources.

Efficient Allocation and Operational Efficiency

Mean (X): 2.87

Standard Deviation (STD): 0.65

Decision: Agree

With a mean of 2.87 and a standard deviation of 0.65, respondents generally agreed that efficient allocation of welfare resources impacts operational efficiency. The response distribution (67% agreeing or strongly agreeing) suggests a favorable view of the link between welfare allocation and operational effectiveness.

Aggregate Statistics

Mean: 2.82

Standard Deviation: 0.62

Decision: Agree

The aggregate mean of 2.82 and standard deviation of 0.62 show overall agreement that welfare resource allocation positively impacts operational efficiency within the Ministry. The consistent agreement across individual questions reinforces the positive perception of the role of welfare resources in enhancing operational processes.

DISCUSSION OF FINDINGS

The findings from the data analysis present a nuanced view of the impact of welfare packages and resources within the Federal Ministry of Transport. The overall mean score of 2.23, with a standard deviation of 0.78, reflects a general disagreement with the positive impact of welfare packages on job satisfaction and performance. This suggests that while there are some indications of improved job performance linked to welfare packages, these resources do not significantly enhance overall job satisfaction or employee retention. The relatively low mean score indicates that employees may not perceive the welfare packages as substantial contributors to their job satisfaction or decision to remain in their positions. This finding is contrary to Okoye and Nnamdi (2021), who revealed a strong positive correlation between the availability of comprehensive welfare packages and enhanced employee performance

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In contrast, the aggregate mean of 2.82, with a standard deviation of 0.62, demonstrates overall agreement that allocating welfare resources positively impacts operational efficiency within the Ministry. This higher mean score, along with consistent agreement across various survey questions, underscores a positive perception of how welfare resources contribute to the efficiency of operational processes. Employees acknowledge that the effective allocation of welfare resources significantly enhances workflow and optimizes daily operations.

These contrasting findings highlight a critical insight: While welfare packages might not strongly impact individual job satisfaction or retention, they are recognized for their role in improving operational efficiency. This could imply that welfare resources are more effective in facilitating operational processes rather than directly influencing individual employee outcomes. Therefore, while the Ministry may consider improving the welfare packages to boost employee satisfaction, the current resources are valued for their contribution to operational effectiveness. Future initiatives could benefit from aligning welfare resources with operational goals, and employee needs to achieve a more balanced impact. This finding is in line with Ogunyemi (2021), whose study found that employees who received benefits such as health care, housing allowances, and educational support reported higher levels of job satisfaction and motivation.

CONCLUSION

The data analysis reveals that welfare packages at the Federal Ministry of Transport have a limited impact on job satisfaction and employee retention, as indicated by the low mean score of 2.23. This score suggests that while there may be some positive effects on job performance, these welfare resources are not significantly enhancing overall job satisfaction or retention. Conversely, the higher mean score of 2.82 indicates that welfare resource allocation is perceived to impact operational efficiency positively. This suggests that employees recognize the role of these resources in improving workflow and optimizing daily operations.

In conclusion, while welfare packages may not strongly influence individual job satisfaction or retention, they are valued for their contribution to operational efficiency. The Ministry should consider improving welfare packages to address employee needs and satisfaction better while also maintaining focus on the operational benefits these resources provide. Balancing these aspects could lead to a more comprehensive enhancement of both employee outcomes and operational performance.

Based on the findings, the researcher recommended as follows:

- i. The Federal Ministry of Transport should enhance welfare packages to address employee satisfaction and retention needs better while maintaining their effectiveness in improving operational efficiency.
- ii. Future welfare initiatives should balance operational goals with employee welfare to achieve a more comprehensive impact on job satisfaction and performance.

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