



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 (EWPOPQ)” 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

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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 performance of the organization depends on the willingness of these people to put in their best endeavours in rendering quality service and ensuring that available resources are effectively utilized. In fact, for an organization to attain her goals, vision and mission, it would need a team of satisfied and happy staff in her workforce (Oshagbemi, 2000). It is therefore very important for an organization to 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 the essential functions of management is to determine 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 towards 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 being provided, it will help to 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 increased in wages and other salary supplement 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 the provisions of various services, facilities and amenities for the benefit of the employees for improved standard of living. It is part of the efforts of management of an organization to meet the needs of their workforce in order to improve their productive capacity. Employee welfare is directed towards ensuring that the employees are happy and comfortable, in order to perform their tasks effectively. Employee welfare has been relevant in recent times for greater achievement of 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 take the welfare of their staff into consideration 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 which is critical to organizations performance.

According to Coventry and Barker (2008), employee welfare packages include a wide range of things such as providing social club, 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 organization. It is against this background that the researcher was motivated to examine the employee welfare packages of civil servants in 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 put in their best efforts in order to enhance the performance of the organization and the achievement of set targets. It has been observed that workers in public organizations in 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 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 Federal Ministry of Transport Abuja. The implication would be that employee welfare is not getting the adequate attention that it deserves and hence the frequent strikes by civil servants and other nonchalant attitudes from them. This situation hinders

efficiency and effectiveness in the utilization of resources for better productivity. This is a problem 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 main objective of the study is to evaluate how welfare packages impact employee performance at the Federal Ministry of Transport, Abuja.

The study was guided by the following hypothesis;

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 is designed to address various aspects of workers' needs, from physical and mental health to job satisfaction and financial security, thereby fostering a supportive work environment (Smith & Jones, 2018).

Research highlights that comprehensive welfare packages can lead to improved employee morale, higher job satisfaction, and increased 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 not only enhance individual well-being but also 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 performed by employees, 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 both 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). Overall, 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 the planning, implementation, and management of 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, enhancing connectivity, and supporting 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 who had access to robust health benefits reported higher levels of job satisfaction and motivation. This, in turn, contributed to increased productivity and efficiency in their work roles. The research also highlighted those employees with housing allowances demonstrated greater stability and focus, further boosting their work performance. Additionally, the study emphasized that well-structured welfare programs not only improve individual employee outcomes but also foster a more positive organizational culture. By investing in employees' well-being, public sector organizations can achieve better overall performance and reduced turnover rates. 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) conducted an in-depth examination of 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 the provision of comprehensive welfare resources and improvements in both 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 improvements in employee morale and engagement. Employees felt more valued and supported, which translated 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 overall 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) conducted an in-depth investigation into 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, led to noticeable improvements in employee satisfaction and motivation. The study highlighted that enhanced employee satisfaction, stemming from effective welfare allocation, contributed to higher levels of productivity and operational output. Employees who perceived their welfare packages as sufficient were more likely to demonstrate increased commitment and engagement in their roles. 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, it is crucial to invest in comprehensive welfare resources. They recommended that policymakers and administrators prioritize the development and implementation of effective welfare strategies to support employee well-being and, consequently, enhance overall agency performance. Their research underscores the significant role that welfare packages play in not only improving employee satisfaction but also in achieving organizational goals and operational success.

THEORETICAL FRAMEWORK

This study is anchored on Herzberg's two factor theory. The theory which is also referred to as 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, the hygiene or dissatisfiers have a preventive quality because workers may not be happy working when the environment they operate in is not hygienic. However, the 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 they are established to avoid unnecessary pleasantries in workplace. 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. But failure of the conditions to exist in adequate quantity or their absence will cause employees to be dissatisfied in 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. Its proposition is that employee welfare is directly related to employee performance. This theory works well when they have same objective of better welfare for both employers and employees.

METHODOLOGY

The study adopted descriptive survey research design. The population of the study consisted of the civil servants with the Federal Ministry of Transport Abuja civil service. A sample of seven hundred and eighty (780), comprising of four hundred (400) male and three hundred and eighty (380) female civil servants was drawn through stratified simple random sampling technique. This sample size represented 20% of the population. A questionnaire entitled, “Employee Welfare Packages And Organizational Performance Questionnaire (EWPOPQ)” designed by the researcher was used for data collection and 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 level of significance.

RESULTS AND DISCUSSION

Research Question One: How do welfare packages provided to employees impact the overall performance and job satisfaction of staff 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														Mean set	Decision
		SA	A	D	SD	X	STD	SA	A	D	SD	X	STD		
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

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 retention is influenced by factors beyond welfare packages.

Aggregate Statistics

Mean: 2.23

Standard Deviation: 0.78

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 their decision to remain in their positions. This finding is contrary to Okoye and Nnamdi (2021) whose revealed a strong positive correlation between the availability of comprehensive welfare packages and enhanced employee performance

In contrast, the aggregate mean of 2.82, with a standard deviation of 0.62, demonstrates overall agreement that the allocation of 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 effective allocation of welfare resources plays a significant role in enhancing workflow and optimizing daily operations.

These contrasting findings highlight a critical insight: while welfare packages might not have a strong impact on 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 focusing on aligning welfare resources with both 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 benefit 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 positively impact operational efficiency. 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 better address employee needs and satisfaction, 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 better address employee satisfaction and retention needs while maintaining their effectiveness in improving operational efficiency.
- ii. Future welfare initiatives should aim to balance operational goals with employee welfare to achieve a more comprehensive impact on both job satisfaction and performance.

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