



Impact of Staff Welfare Scheme and Skill Development on Employee Productivity: A Study of Anambra State Civil Service.

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ABSTRACT

The study to investigate the impact of staff welfare scheme and skill development on employee productivity: A study of Anambra state civil service (2014-2020). The study was guided by two research questions and two hypotheses were tested at 0.05 level of significance. The population of the study comprises 6, 955 employees in Anambra State Civil Service. Morgan's sample size determination table was adopted to draw 361 civil servants for the study. The sources of data collection were mainly through questionnaire. Mean and standard deviation were used to answer the research questions and t-test to test the hypotheses. The findings of the study revealed among others that welfare scheme has significant impact on employee job satisfaction in Anambra State Civil Service. It was also found out that staff skill development has positive impact on employee performance in Anambra State Civil Service. Based on the findings, it was recommended among others that the State Government should organize annual workshop and seminars for employees of Anambra state civil service to enrich them with knowledge and skills for improving their job performance.

Key words: Welfare Scheme, Skill Development, Employee Productivity, Job Satisfaction, Performance

Introduction

Employees are valuable resource that determines the success of organizations. Zakwai and Zakwai (2023) opined that the attainment of predetermined objectives of any organization rests on employees' effective and efficient performance of tasks in the workplace. Employees could be motivated and spurred to perform optimally through formulation and implementation of welfare scheme.

Welfare is a benefit, facility or programme designed to promote well-being of employees and also keep them happy in the workplace. According to Poi (2020), welfare scheme involves the provisions of various services, facilities and amenities for the benefit of the employees and to improve their living standard. Muruu, Were and Abok (2016) pointed out that employee welfare schemes related to certain additional activities like housing facilities, transformation facilities, recreational facilities, libraries, medical facilities, gyms, cultural facilities and health clubs among others. The provision of welfare schemes creates healthy and satisfied employees in the public sector. Dunmade and Asa (2022) defined job satisfaction as a positive emotional state occasioned from the evaluation of an individual's job experience. A good and supportive atmosphere within an organization with valuable welfare package for employees can lead to improvement on their job satisfaction, commitment and motivation for smooth functioning of an organization (Ali & Anwar, 2021). Welfare scheme can contribute employee job satisfaction by making them develop positive attitude toward their job.

Skills development is any activity or programme designed to enable employees to up-date and grade their knowledge and competencies. According to Obi and Shuaibu (2021), staff skills development refers to all policies, procedures and activities geared toward developing the knowledge and competencies of employees for high effectiveness and efficiency in an organisation. It is learning activity which is directed towards inculcating the desirable values and attitude to meet the job requirements in an organization. Every employees of an organization constantly required to upgrade, and update in his or her knowledge and keep abreast with the rapid changing society through skills development programme. Abdulrahman and Mshelia (2022) noted that skills development is the act of rising the knowledge and skill of an employee for executing a particular job. Skills development of employees could be attained through different methods such as on the, workshop, seminars, conferences, job coaching, refresher courses, symposium, mentoring and job rotations among others. The overall benefits of skills development of employee are increased motivation, high morale, enhanced job performance and improvement of their productivity.

Productivity is the ability of workforce to produce maximum outputs with optimal inputs. Anochie, Okerefor and Bashir (2023) defined employee productivity as the ratio of inputs to outputs used in the manufacturing process. The inputs include financial, time, technological and other material resources. Uzochukwu, Nwankwo and Okafor (2023) defined employees' productivity as the efficiency of a group of workers. They added that productivity may be evaluated in terms of the output of an employee in a specific period of time. If fewer inputs are used by employees to more outputs, they are considered to be productive. According to Idigo (2023), employees productivity is the maximization and utilization of the available resources towards accomplishment of the goals of an organization with minimum time and expenses. The author added that high productivity indicates that resources are efficiently and effectively utilized and waste is minimized in the organization. Employees need to be motivated to put their best efforts in ensuring judicious use of the limited inputs to achieve optimum outputs through welfare scheme and skill development.

The psychological and financial needs of the civil servants in Anambra State are not adequately met; hence, there is general laxity in productivity of employees in the State. Employees in Anambra State civil service tend to be irregularly exposed to training programmes. Chukwurah, Uzor, Iwuno and Chukwueloka (2020) observed that apathetic attitude of management towards the skills development of civil servants contribute to the decline the competencies of manpower to cope with the challenges that arise from change and innovations in public sector in Anambra State.

Statement of the Problem

Most public servants seem not to be well-recognized and the work environment is ill-equipped by the government. The main contention of labour and the Anambra State government crisis is the continuous agitation for increased welfare and skill development of employees in civil service to cushion the effect of inflation. Okeke, Nwele and Achilike (2017) stressed that in a case where workers are unfairly treated; they will be demoralized which induce negative behaviours in the workplace. The ill-treatment of civil servant could be the reason why most of these public officers often go work late, absent themselves from work without fair reason and exhibit other forms of misconduct. In the same vein, Emejulu (2020) observed that the consequences of poor staff welfare and professional development programmes in Anambra State civil service and entire South East, Nigeria is strike actions, indiscipline, work to rule, poor productive efforts and general poor performance on both the employees and the organization. Edet, Ebong and Nkereuwem (2023) noted that employees in Nigerian civil service is not motivated which contribute to low productivity in their output in various ministries. They added that civil servants in Nigeria exhibit low morale and job dissatisfaction due to absence of required allowances, insufficient in-service training, and unfavorable working circumstances. It is these problems that prompted the investigation into the impact of staff welfare scheme and skill development on employee productivity: A study of Anambra State Civil Service.

Objectives of the Study

The broad objective of the study is to examine the impact of staff welfare scheme and skill development on employee productivity: A study of Anambra State Civil Service. It covers the period 2014 to 2020. Specifically, the study seeks:

1. To examine the impact of welfare scheme on employee job satisfaction in Anambra State Civil Service.
2. To ascertain the impact of staff skill development on employee performance in Anambra State Civil Service.

Research Questions

The following research questions guided the study

1. What is the impact of welfare scheme on employee job satisfaction in Anambra State Civil Service?
2. To what extent do staff skill development has impact on employee performance in Anambra State Civil Service?

Hypotheses

The following hypotheses were formulated as guide to the study

1. Welfare scheme has no impact on employee job satisfaction in Anambra State Civil Service.
2. Staff skill development has no impact on employee performance in Anambra State Civil Service

REVIEW OF RELATED LITERATURE

Welfare and Job Satisfaction

Welfare is a benefit, facility or programme designed to promote well-being of employees and also keep them happy in the workplace. According to Poi (2020), welfare scheme involves the provisions of various services, facilities and amenities for the benefit of the employees and to improve their living standard. Muruu, Were and Abok (2016) pointed out that employee welfare measures related to certain additional activities like housing facilities, transformation facilities, recreational facilities, libraries, medical facilities, gyms, cultural facilities and health clubs among others. The provision of welfare schemes creates healthy and satisfied employees in the public sector. Anusha and Bindu (2019) pointed out that welfare scheme includes anything

that is done for the comfort and improvement of employees in an organization. Anusha and Bindu (2019) added that welfare scheme helps in sustaining the morale and inspiration of the employees high so as to improve their job satisfaction and retain them for longer duration in an organization.

According to Okeoghene and Chima (2021), employee welfare entails all those activities of the employers, which are directed towards providing the employees with some facilities and services in addition to wages and salaries. The authors added that welfare facilities are essential for the health of the organization since they bear a close connection with the productivities of the labour force. Mwaniki, Njuguna and Gakobo (2020) asserted that good welfare programme helps to boost morale, build industrial relation, and goodwill to increase employee's productivity. According to Makanjuola, Shaibu and Isijola (2021), employees' welfare is something that is done for their comfort and improvement of employees' living standard. The authors added that employees' welfare helps in raising the morale and motivation of the employees. Patel and Jariwala (2021) defined employee welfare as the various services, reimbursement and facilities offered to employees by the employers.

Staff welfare includes both social and economic contents of welfare (Muruu, Were & Abok, 2016). Social welfare primarily concerned with the solution of various problems of the weaker section of society like prevention of destitution and poverty. It aims at social development by such means as social reforms, social legislation, social work, social service or social action. Economic welfare is geared toward improving the living standard of employees. Welfare programme is designed to enriching the life of employees, to keep them contented or satisfied with their job. Muruu, Were and Abok (2016) asserted that the provision of welfare schemes is to create a healthy, loyal, outstanding and satisfied labour force for the organization.

The welfare programme is designed to create good work environment and safe work atmosphere. Okeoghene and Chima (2021) stressed that when an employee has a good and safe working environment, they are likely to be contented working in that organization. Welfare schemes is designed to build and maintain healthy, loyal, happy and productivity labour force in an organization. A happy and productive team member is committed and focused on their job. Agusioma, Nyakwara and Mwiti (2019) pointed out that some of the various welfare services included; allowances, transport, housing, medical insurance, family leave, pension schemes and canteens, sick days, child care programs, financial assistance, educational. Itodo and Abang (2018) pointed out that the components of staff welfare programme included training, protection against occupational hazards, free medical treatment, provision of traveling allowances, monetary incentives, recreational facilities, training and retraining, prompt payment of salaries, bonus and convenience. Similarly, Makanjuola, Shaibu and Isijola (2021) pointed out that employees' welfare packages include: good working conditions, provision of healthcare facilities, insurance against disease, accident for the workers and members of their families. The authors added that employees will be inspired to use their strengths and talents to utilize available resources toward the actualization of the organization goal, if they receive the expected welfare package or facilities. Onyekwelu and Amuluche (2021) employees are supposed to be entitled to a good working conditions, better wage, vocation, leave allowance benefits and other welfare services.

According to Ibeme and Aniche (2016), job satisfaction refers to the positive emotional disposition employee due to work or through aspects of work. Job satisfaction has emotional, cognitive, and behavioral components (Bernstein & Nash cited in Ibeme & Aniche, 2016). The emotional component refers to job-related feelings such as boredom, anxiety, acknowledgement and excitement. The cognitive component of job satisfaction pertains to beliefs regarding one's job whether it is respectable, mentally demanding and rewarding. Finally, the behavioral component includes people's actions in relation to their work such as working late, tardiness and faking illness in order to avoid work (Bernstein & Nash cited in Ibeme & Aniche, 2016). According to Magaji, Akpa and Norom (2018), job satisfaction is a positive emotional feeling, that is derived from one's evaluation of his job experience by comparing what he expects from his/her job and what he actually gets. The authors added that job satisfaction describes how contented employees are with various aspects of their jobs. Dunmade and Asa (2022) defined job satisfaction as a positive emotional state occasioned from the evaluation of an individual's job experience.

Ravi and Anulakshmi (2021) noted that job satisfaction is defined as the staff contentment with the benefits he or she receives from his or her job. Similar to this, Udo-Anyanwu and Amadi (2018) described job satisfaction as a positive attitude or pleasurable emotional state resulting from the perception of one's job as fulfilling. Welfare scheme create a highly satisfied workforce. Eziokwu and Onuoha (2021) defined employee satisfaction is the psychological state which describes how an individual feels towards work. Continuing, Eziokwu and Onuoha averred that employees' feelings about variety of intrinsic and extrinsic rewards expected from performing their jobs can improve their job satisfaction. A good and supportive atmosphere within an organization with valuable welfare package for employees can lead to improvement on their job satisfaction, commitment and motivation for smooth functioning of an organization (Ali & Anwar, 2021). Welfare scheme can contribute employee job satisfaction by making them develop positive attitude toward their job.

The provision of welfare scheme for staff is a contributing factor to employee job satisfaction which motivates, attracts, rewards and retains work force in an organization. Muruu, Were and Abok (2016) noted that organizations provide welfare facilities to their employees to sustain their motivation and also improve their job satisfaction. Welfare scheme is the force that constantly induces employees to like and be satisfied with their job. Welfare scheme can exercise a powerful influence on the job satisfaction of employees. Hemalatha, Monica and Rao (2017) asserted that when they get better welfare scheme such as good water to drink, canteen facilities, clean restrooms, health insurances, regular medical checkup and better facilities to sit or good work place gives employee a high level of satisfactory level.

Staff welfare among civil servants plays critical roles in improving their job satisfaction quality service delivery to the members of public. The provision of medical, recreational and sanitary facilities to employees of public sectors could contribute to their job satisfaction. Ekere and Onuoha (2021) posited that welfare scheme create conducive work atmosphere which encourage employees to work harder and also derive better job satisfaction. Employees' job satisfaction can be influenced by what they expect and what they received as welfare scheme. The welfare scheme enhances job satisfaction which

promotes the willingness of employees to invest personal energy and time in discharging their duties. Okolocha (2021) noted that reward or welfare schemes such as conducive working environment, pay and fair condition of service is expected to encourage job satisfaction of employees.

Welfare scheme give employees a sense of belonging and make them satisfied with their job. Anusha and Bindu (2019) stressed that the basic purpose of welfare scheme is to enrich the life of employees and keep them happy and contented. The authors added that welfare facilities enable workers to have a comfortable and more satisfying life. The welfare scheme helps employees to develop positive attitude toward their job. Aninkan (2014) stressed that job satisfaction is influenced by welfare scheme such as appreciation, fringe benefits and work conditions. In the same vein, Oriarewo et al (2013) pointed out that management of organizations who ensure that their employees are well rewarded with respect to the employees' rank and length of service maintain their job satisfaction.

The improvement of job satisfaction of employees requires appropriate welfare scheme. It can also make employees happy and contented in performing their duties. Treating employees with respect, empowering them through training, offering above industry-average benefits, providing regular employee recognition, compensation, and regular recognition of employees contribute to their job satisfaction (Steven and Son cited, Kwizera, 2020). Thus, welfare scheme can contribute to job satisfaction by developing in employees the feeling of fulfillment, achievement and pressure in doing their job.

Welfare scheme makes employees to be contented with their work and perform their duty with enthusiasm, joy and happiness. Udo-Anyanwu and Amadi (2018) stressed that reward in form of welfare scheme is one of the vital tools that motivate employees to generate innovative ideas and achieve better result which lead o increase in their job satisfaction. Continuing, Udo-Anyanwu and Amadi also averred that reward involving welfare scheme contributes to satisfied staff who tend to attend work on time, work speedily to meet targets, exhibit work free of errors and omissions, loyalty and commitment to the job.

Skill Development and Job Performance

Skill development is the process of acquiring knowledge and aptitude required to effectively execute specific tasks in the workplace. Vincent (2020) noted that skill development refers to the practice of providing training, workshops, coaching, mentoring, or other learning opportunities to inspire, challenge, and motivate employees to perform the functions of their position to the best of their ability and within standards set by local, state, federal and private organization .It is the act of upgrading and advancing the competencies and proficiencies of employees in an organization.

Skills development is any activity or programme designed to enable employees to up-date and grade their knowledge and competencies. According to Obi and Shuaibu (2021), staff skills development refers to all policies, procedures and activities geared toward developing the knowledge and competencies of employees for high effectiveness and efficiency in an organisation. It is learning activity which is directed towards inculcating the desirable values and attitude to meet the job requirements in an organization. Karim (2019) referred to skills development as the programmes designed to educate employees on the general rules of an organization, to provide them technical knowledge which is considered significant to the eradication of imperfections at work and effective completion of job.

Every employees of an organization constantly required to upgrade, and update in his or her knowledge and keep abreast with the rapid changing society through skills development programme. Abdulrahman and Mshelia (2022) noted that skills development is the act of rising the knowledge and skill of an employee for executing a particular job. Skills development of employees could be attained through different methods such as on the, workshop, seminars, conferences, job coaching, refresher courses, symposium, mentoring and job rotations among others. Similarly, Osiesi, Odobe, Sanni, Adams, Oke, Omokhabi and Okorie (2021) stressed that staff skills development programmes are orientation, on-the-job training, in-house training, seminars and instructor-led-training. In the same vein, Agubosim and Nwuba (2021) identified staff skills development programmes to include conferences, workshops, induction, seminars, and orientation for new staff, refresher courses and in-service training among others.

Skills development assist employees refine their thoughts and expand their knowledge for improving their job performance. Bello, Oni, Dauda and Ochepe (2022) defined job performance as the series of responsibilities assigned to an employee and how well that employee does to execute these roles. According to Akintoye and Ofobruku (2022), job performance is how a member of staff performs their duties, completes required tasks, and behaves in the workplace. Nyong, Onyeike and Meenyinikor (2021) asserted that professional skills development of employees is targeted at their acquisition of knowledge and capacities needed to perform their responsibilities effectively and efficiently. Gadi and Lauko (2019) stressed that it is the duty of every organization to raise the employees' job performance through the implementation of training. The author added that when employees know that their organization have interest in developing their skills through providing training programs, they become committed to achieving high performance in their tasks.

The overall benefits of skills development of employee are increased motivation, high morale, enhanced job satisfaction and improvement of their job performance. Gadi and Lauko (2019) noted that skills development of employees through effective training programmes help them to get up to date with innovative technological advancements, and to gain complete command of the competencies and skills required to perform at a particular job without errors and mistakes. Skills development enables employees to meet the demands of their job. Abazie (2021) stressed that skills development enables members of staff to gain requisite information or develop attitude to carry out their duties for effective job performance. Skills development boosts morale of employees and induce positive attitude toward their job for effective job performance.

Skills development of employees keep abreast with new knowledge to meets particular needs of their responsibilities and thereby contribute to high job performance. Skills development makes employees well-prepared for performing their duties. Anyaegbu and Wali (2020) noted that skills development through training provide opportunity for employees to acquire knowledge and skills required to do a particular task, build their confidence, and also

prepares them for future responsibilities in the work place. Furthermore, Anyaegbu and Wali (2020) stressed that it also increase the employees' quality of work, help them acquire new knowledge, raise their morale, improve proper knowledge of their work and the use of right new tools for better job performance. Skills development of employees prevents obsolescence by exposing them to the latest knowledge which assists them to function more effectively in the organization. Skills development of employees through training exposes them to experience and information that enable them perform their job better.

Empirical Review

Welfare and Job Satisfaction

Thuo and Wambugu (2022) investigated influence of employee welfare practices on job satisfaction in selected Universities in Kenya. The study adopted a descriptive research design. The population of the study was 1954 employees that consisted of teaching and non-teaching categories of staff. A sample size of 129 employees was drawn for the study using stratified random sampling technique was used to select the respondents. Data for the study was collected by use of structured questionnaire. Mean, percentage and multiple regression were used for data analysis. The results of the study revealed among others that welfare practices are positively correlated with the dependent variable job satisfaction of the selected universities in Kenya. It was also revealed that there was a strong positive and significant relationship between two variables welfare benefits (medical and educational) and job satisfaction.

Anitha and Sridharan (2020) investigated the impact of employee welfare facilities on job satisfaction with special reference to Chennai City. The study was guided by two research questions and null two hypotheses. Survey research design was adopted for the study. A sample size of 62 employees was selected for the study using convenient sampling technique. Questionnaire was used for data collection. Percentage and chi-square were used for data analysis. The study found that employee welfare facility has huge impact on job satisfaction.

Munywoki and Kariuki (2020) carried out a study on the influence of perceived employee welfare programs on employee job satisfaction at Kenya Railways Corporation. The study adopted descriptive cross-sectional survey research design. The population of the study comprised 1,214 employees of Kenya Railways, MGR Operations. A sample size of 123 employees was drawn for the study using multistage sampling procedure. Questionnaire was used as the instrument for data collection. Simple regression was used for data analysis. The study found that there was statistically significant connection between employee welfare programs and employee job satisfaction at Kenya Railways Corporation.

Neeraj (2020) investigated the impact of employee welfare facilities on the job satisfaction. Descriptive survey research design was adopted for the study. Simple random sampling technique was used to draw 57 employees for the study. Structured questionnaire was used as the instrument for data collection. The result of the study indicated that welfare facilities has positive impact on the job satisfaction of employees.

Bolaji and Olayemi (2018) conducted a study on effect of welfare scheme on employee's job satisfaction in selected Research Institute of Southwest, Nigeria. A sample size of 320 employee was selected for the study using simple random sampling technique. Interview was used for data collection. Mean, standard deviation, percentage and chi-square were used for data analysis. The result also revealed major welfare services as flexibility of work schedule, access to holiday and tours, availability of soft loan, health services and compensation for non-working period influence the job satisfaction of employees.

Muruu, Were and Abok (2016) investigated the effects of welfare programmes on employee satisfaction in the public sector: a case of the Public Service Commission. The population of the study comprised 213 employees in the Public Service Commission that included the management and the staff. A sample size of 137 employees was drawn for the study using stratified random sampling technique. Frequency and percentages were used for data analysis. The results of the study revealed among others workers welfare programmes affected employee satisfaction in public sector. The study recommends that management staff of Public Service Commission should introduce workers compensation programmes in the organization since it had a positive effect on employee satisfaction.

Skill Development and Job Performance

AL-Rawahi (2022) conducted a study on the impact of training and skill development on employee performance during Covid-19 Pandemic. The study was guided by four research questions. Mixed research design was adopted for the study. The population of the study comprised 100 Oman Air's staff. A sample size of 35 staff was drawn for the study. The findings of the study revealed among others that training and skill development has positive impact on job performance of employees. It was also found that there is a positive relationship between training and skill development and employee performance.

Erskine-Sackey (2021) conducted a study on the impact of staff training and skill development on employee performance: the moderating role of work engagement. Cross-sectional survey research design was adopted for the study. A ample size of 45 academic and administrative employees of technical universities in Ghana was used for the study. Questionnaire was the instrument used for data collection. T-test was used for data analysis. The findings of the study revealed among others that professional skill development positively impacts employee performance.

Aldhukair and Abunar (2021) carried out a study on employee training and development for improved performance. The sample of the study comprised of 50 respondents who are corporate employees in the private sector of Saudi Arabia. Data was collected using survey questionnaire. The results showed that majority of the respondent agreed that training and development is a medium to enhance skills and maintain high work performance.

Karim, Choudhury and Latif (2019) investigated the impact of training and development on employees' performance. Convenience sampling technique was used to select 30 employees for this study. The data was gathered by using self-administered questionnaire. Percentage was used for data analysis. The findings of the study revealed among others that training and skill development programme has positive impact on job performance of employees.

METHODOLOGY

Research Design

The study adopted survey research design. The design fits into the study because it enabled the researchers to collect and analyzed data from a sample of the population of the study to describe the issues of research interest.

Population of the Study

The population of the study comprises 6, 955 employees. They were the staff strength of Anambra State Civil Service.

Sample and Sampling Technique

In determining the sample size, Krejcie and Morgan's sample size determination table was adopted. The civil servants were drawn from the ministries using purposive sampling technique. This enabled the researcher to select only staff with the requisite knowledge on the subject of study.

Source of Data

The source of data collection was mainly through questionnaire. This instrument contained 20 items structured on a 5-point rating of Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D) and Strongly Disagree (SD) weighted 5, 4, 3, 2 and 1 respectively.

Validation of the Instrument

The instrument was face validated by experts who examined and scrutinized the items in terms of content, relevance, suitability, clarity and coverage of the dimensions of the study before the questionnaires was administered. The suggestions of the experts were effected before the final edition of the questionnaire will be produced.

Reliability of the Instrument

Test-re-test method was used to determine the reliability of the instrument. According to Nworgu (2015), test-re-test technique is a process whereby the researcher determines the degree to which scores obtained from an instrument on two occasions separated by a time interval are consistent. This was done by administering the research instrument on civil servants that was not part of the study sample. After two weeks, the same sets of the research instrument were re-administered to the same group. The data that was obtained in the first and second administration exercises were subjected to analysis using Pearson's Product Moment Correlation Co-efficient (r) which yielded overall coefficient value of 0.81.

Administration and Retrieval of Research Instrument

The researcher used direct approach for data collection. The employees were approached to fill the questionnaire and provision for follow up of two days was made where the respondents could not submit on the spot. A total of 349 copies of the questionnaire was completed, retrieved and used for data analysis.

Method of Data Analysis

The data collected were presented in tabular forms. The response in the table was converted to frequencies, percentages, mean, standard deviation and t-test. Interpretations were based on the questions in the questionnaire which was used to answer research question and test the hypothesis. For decision on the research questions, mean item rating that fell below 3.00 was taken as disagreement and any mean rating of 3.00 or above was taken to indicate agreement. The cut off mean score of 3.00 was obtained from the five points rating scale and presented below as follows

$$\frac{5+4+3+2+1}{5} = \frac{15}{5} = 3.00$$

The t-test statistic was used in testing the null hypotheses. For decision on the hypotheses, if p-value is equal to or less than level of significant value of 0.05, the null hypothesis was rejected, but if p-value is greater than level of significant value of 0.05, the null hypotheses was not rejected. The SPSS package version 23 was used in data analysis.

DATA ANALYSIS AND RESULTS

Research Question one: What is the impact of welfare scheme on employee job satisfaction in Anambra State Civil Service?

Table 1: Impact of welfare scheme on employee job satisfaction

Source: Field Survey, 2020

S/ N	ITEMS	N	SA	A	N	D	SD	\bar{x}	SD	Decision
1	Employee access to water facilities make them feel satisfied with their work	349	117	99	75	38	20	3.73	1.20	Accepted
2	Employee is willing to perform any duty in organization due to their entitlement to paid sick leave	349	111	120	52	48	18	3.74	1.19	Accepted
3	Medical insurance available to employee make them feel quite contended with his or her job	349	90	84	76	50	49	3.33	1.37	Accepted
4	Employee is contended to his job due to sanitary facilities	349	104	88	73	54	30	3.52	1.29	Accepted
5	The sports activities organized to promote personal fitness of employees increase their job satisfaction	349	92	116	23	43	75	3.31	1.51	Accepted
6	The workplace organizes wellness programmes for all employees which make loyal to the organization	349	74	56	60	79	80	2.90	1.47	Rejected
7	Employee access to recreational facilities make them satisfied with their work	349	100	77	82	45	45	3.41	1.36	Accepted
8	The leave allowance granted to employees make them feel contended with their job	349	96	107	71	27	48	3.50	1.34	Accepted
9	The protection of employee against occupational hazards make them feel happy with their job	349	81	77	65	40	86	3.08	1.50	Accepted
10	The provision of traveling allowances for employees make them feel satisfied with their work	349	79	93	66	56	55	3.24	1.38	Accepted
Grand Mean								3.38	1.36	Accepted

As shown in Table 1, all the items with exception of item 6 met the theoretical mean threshold of 3.0 which is the established mean cut-off. The grand mean of 3.38 met the theoretical mean threshold of 3.0 which is the established mean cut-off and standard deviation of 1.36 reveals that there is positive impact of welfare scheme on employee job satisfaction in Anambra State Civil Service.

Research Question Two: What is the impact of staff skill development on employee performance in Anambra State Civil Service?

Table 2: Impact of staff skill development on employee performance

S/N	ITEMS	N	SA	A	N	D	SD	\bar{x}	SD	Decision
11	Seminars organized for employees help them to learn new skills to perform better on the job	349	84	90	81	22	72	3.26	1.43	Accepted
12	Skills development of employees through sabbatical leaves contribute to the advancement of their knowledge for effective job performance	349	107	83	75	50	34	3.52	1.32	Accepted
13	Job rotation which get employee acquainted with the different aspects of the work improve their job performance	349	79	109	76	53	32	3.43	1.25	Accepted
14	Skills development of employees by attaching them to a senior colleague exposes them to experience needed for the performance of tasks	349	94	80	77	64	34	3.39	1.32	Accepted
15	Orientation fosters enlightenment of employees which help effective discharge their duties	349	79	69	70	50	81	3.04	1.48	Accepted
16	Skills development through refresher courses employees to acquire in-depth knowledge for better job performance	349	81	93	78	40	57	3.29	1.37	Accepted

17	Conference organized for skills development of employees help them gain practical experience that leads to high job performance	349	108	78	81	55	27	3.53	1.29	Accepted
18	Workshops enable employees gain up-dated skills for efficient performance	349	81	79	70	51	68	3.15	1.44	Accepted
19	Refresher courses embark by employer enrich their knowledge for better job performance	349	98	69	71	67	44	3.32	1.39	Accepted
20	Discussion forum organize for employees provide opportunity for them to acquire innovative ideas of effectively performing their duties	349	83	75	59	70	62	3.13	1.44	Accepted
Cluster Mean								3.31	1.37	Accepted

Source: Field Survey, 2020

From Table 2, it was observed that the entire variables construct that examine the impact of staff skill development on employee performance in Anambra State Civil Service met the theoretical mean threshold of 3.00. Thus, the descriptive statistics with grand mean of 3.31 and standard deviation of 1.37 shows that staff skill development has positive impact on employee performance in Anambra State Civil Service.

Hypothesis 1: Welfare scheme has no impact on employee job satisfaction in Anambra State Civil Service.

Table 3: The t-test of Summary of no Impact of Welfare Scheme on Job Satisfaction

Variables	N	\bar{x}	SD	P.value	Df	∞	Remark
Welfare scheme has no impact on Job Satisfaction	105	2.44	1.27	0.00	347	0.05	Significant
Welfare scheme has impact on Job Satisfaction	244	3.55	1.20				

Source: Field Survey, 2020

Data presented on Table 3 revealed that the p -value of 0.03 is less than the stipulated.05 level of significance, the null hypothesis was rejected. Thus, welfare scheme has impact on employee job satisfaction in Anambra State Civil Service.

Hypothesis 2: Skills development has no impact on employee performance in Anambra State Civil Service

Table 4: The t-test of Summary of no Impact of Skills Development on Employee Performance

Variables	N	\bar{x}	SD	P.value	Df	∞	Remark
Skills development has no impact on employee performance	115	2.34	1.28	0.00	347	0.05	Significant
Skills development has impact on employee performance	234	3.88	1.18				

Source: Field Survey, 2020

Data presented on Table 4 revealed that the p -value of 0.00 is less than the stipulated.05 level of significance, the null hypothesis was rejected. Thus, skills development has impact on employee performance in Anambra State Civil Service

Discussion of Findings

The finding of this study in Table 1 shows that there is positive impact of welfare scheme on employee job satisfaction in Anambra State Civil Service. This is line with the finding of Muruu, Were and Abok (2016) which indicated staff welfare scheme has positive impact on the job satisfaction of employees. The welfare scheme of an organization attract workforce, promote their retention and motivation which make them feel satisfied with their job. A well-administered welfare scheme to employees could make them feel happy, contented and willing to perform their duties in an organization. Further result indicates that welfare scheme has impact on employee job satisfaction in Anambra State Civil Service. This is in line with the finding of Anusha and Bindu (2019) who reported that there is significant impact of welfare scheme on employee job satisfaction. This is also in agreement with the finding of Hemalatha, Monica and Rao (2017) who reported that employee welfare facility has great impact on their job satisfaction. This supported the finding of Munywoki and Kariuki (2020) who reported that there was positive correlation between employee welfare programs and employee job satisfaction

The result presented on Table 2 shows that skills development enables employees to acquire mastery of competencies to work and perform more effectively. Kuruppu, Kavirathne and Karunarathna (2021) reported that skills development has a positive impact on performance of employees. This supported the finding of Karim (2019) which revealed that there is a positive role of skills development in improving the employee performance. Skills development enable employees acquire specific competencies and knowledge which make it much easier to perform their duties. The skills development of employees enables them to committed and dedication to their duties thereby enhancing their performance. Osiesi, Odobe, Sanni, Adams, Oke, Omokhabi and Okorie (2021) reported that staff skill development have a significant impact on their job performance. Gadi and Lauko (2019) reported that there is significant effect of the skill development on employees' performance. Organizations which encourage employee skills development by sponsoring and organizing training programmes for them will certainly reap the benefits through dedication and high job performance which enhance the attainment of set goals.

Conclusion

Based on the findings, it is concluded that welfare and skill development has significant impact on employee productivity. Welfare scheme and staff skill development contribute to employee job satisfaction and job performance in Anambra State Civil Service.

Recommendations

Based on the findings, it was recommended that:

1. The State Government should equip staff offices, provide sanitary facilities, medical assistance and other welfare scheme to improve the job satisfaction of employee.
2. The State Government should organize annual workshop and seminars for employees of Anambra state civil service to enrich them with knowledge and skills for improving their job performance.

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