

CHALLENGES OF EMPLOYEE WELFARE AND ORGANIZATION COMMITMENT IN ETHIOPE EAST AND ETHIOPE WEST LOCAL GOVERNMENT COUNCILS IN DELTA STATE OF NIGERIA

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ABSTRACT

The low performance of the Nigerian local government system cannot be unconnected to the absence of employee welfare packages in the local government level. Employee welfare is critical to the efficiency and commitment of workers in any organization. In achieving this lofty objective, it is imperative to examine employee welfare and organization commitment in Ethiope East and Ethiope West local government councils. Two objectives and hypotheses were raised to guide the study. The researcher consulted relevant literatures on the subject area. Herzberg Two Factor Theory was adopted as the theoretical framework for the study. The cross-sectional design was used for the study. The population of the two local government councils are estimated to be One Thousand, Two Hundred (1,200) employees. In order to have a representative sample of the population, 400 questionnaires were administered to the local government councils with a return rate of Three Hundred and Eleven (311) questionnaires which serve as the sample size of the study. Data derived from the research instrument was analyzed using simple percentage count and Pearson Product Moment Correlation (PPMC). Based on the analysis of data, the study revealed that there is significant relationship between employee welfare and organization commitment. This relationship is centered on stimulating organizational commitment by providing welfare packages to workers in the local government councils for efficient and effective service delivery. The study further showed that the effect of employee welfare on organization commitment is strengthening by establishing the effects. It is proven by many scholars that satisfied and committed employees are asset to the effectiveness and efficiency any organization. The provision of welfare packages to the employees of the local government councils amount to productivity in the workplace. Lack of such welfare packages is detrimental to the commitment of workers in the organization. Therefore, the study recommends among others that employee welfare schemes should be provided and be taken seriously to achieve the desired objective of the local government councils.

Keywords: Employee welfare, Commitment, organisational commitment, productivity, Efficiency, Local Government

1. INTRODUCTION

Nigeria is a unique and dynamic nation that is blessed with so much inexhaustible human and natural resources. Human resource is consistently the most imperative and crucial factors in any organization (Okojie, 2020). Human resource can be seen as the strategic assets that create value when ingrained in the operational system, such a comportment that augments organizational abilities to deal with a muddled environment (Chang and Idunng, 2021). Human resource can also be described as the combined skills, knowledge and intangible assets of individuals that can be used to create economic value. It's an instrument for enhancing competitive advantage since it involves the process of training, knowledge acquisition, initiative and others which geared toward attaining higher productivity. The implementation of effective human resource management strategies in nations will not only bring about acquisition of new skills and knowledge among workforce, but also bring change of attitude, and behaviours towards performance (Delery and Doty, 2021). Human Resource Management is perceived as the managerial process of organization, workforce that is responsible for the attraction, selection, training, assessment and rewarding, compensating and motivating the employees for attaining productivity, it also over-see the organizational leadership and Culture, ensuring compliance with employment and labour laws, (Djurkovic and Maric 2021). Effective and efficient Human resource management enables the employees to contribute adequately and productively to the overall organizational direction and the accomplishment of Organization's goals and objectives (Tessema and Soeters, 2021). 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, it would need a team of satisfied, committed and happy employees in her workforce (Oshagbemi, 2021). It is very important for an organization to attract, retain and maintain competent and high-performance employees 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. (Anikpo, 2021). 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 (Nzelibe & Moruku (2022) Employee welfare could be viewed as the efforts that management puts in place to make life worth living for employees of an organization (Abu, 2021). 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 and improve their productive capacity. Employee welfare is directed towards ensuring that the employees are happy and comfortable and 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. Employee welfare may be defined as the wellbeing of the employees or workers in an organizational setting. Employee and employers have to put in place health and safety measures to ensure that the workers wellbeing is considered in the organizational setting, (Walters, 2021), Previously employees have been working especially during the industrial revolution where employers only considered pay and rewards as a way of care for their employees. That as long as they are well paid all their work performance wellbeing would be solved, (Taylor, 2020). And they forgot other factors like motivation and job security in organizational performance. Employee welfare in general are the benefits that an employee must receive from his/her company, like allowances, housing for those companies who provides, transportation, medical, insurances, food and some other way where the employee has rights to demand. Over time the trend has been changing and far most organization are considering employee welfare in a more human related model. Organizations look at health and safety measures as well as social wellbeing of the employees within the organization. (Maslow,1949). Maslow considered needs of employees' according to hierarchy and if followed them their wellbeing would be satisfied. Employees also need to be motivated and rewards this leads to improved performance leading to job satisfaction, (Chandan 2022). In essence, outstanding Human Resource Management (HRM) practices lead to high organizational commitment (Marchington & Wilkinson, 2019). Thus, many researches show that organizational commitment of employees plays a very important role in the increased efficiency of employees and organization. There are different HR Practices for organizations to adopt which should contribute to the organization bottom line, areas such as recruitment, selection, training, development and performance appraisal which should be consistent, integrated and strategically focused. Employee's operational performance depends on four intervening factors: Competence, Teamwork, Organizational Commitment and Customer Orientation. Individual performance and organizational effectiveness cannot be achieved without organizational commitment that is readiness to exert considerable effort on behalf of the organization (Beck and Wilson, 2021). The provision of basic welfare packages to employees of the local government councils is a strategy that helps employees to put their best in the workplace. Local Government system in Nigeria dates backs to the British colonial authority and this was inherited by a sovereign Nigeria state in October 1960. Since inception, the local government system has been fraught with inefficiency and ineffectiveness. To buttress this is the avalanche of reforms since independence that have taken place all in view to reposition local government in the administration of the grassroots Dasuki (2019) and Ndayako (2020). The expectation was that the third tier of government would act as a catalyst of rapid and sustainable development but what have been seen is unworkable local government characterized by corruption, efficiency and unproductiveness since the 1976 reforms. Therefore, employee welfare in the local government system is nothing to writes home about. The low performance of the Nigerian local government system is centered on inadequate employee welfare. This situation has demoralized the activeness of the employees to put in their best for more result oriented and articulated local government.

2. STATEMENT OF THE PROBLEM

The Nigerian local government system is also facing acute financial crisis despite the receipt of percents from the federation account and Vat respectively. Majority of industrial conflicts in local governments today boarders on unpaid salary and fringe benefits and lack of adequate incentives. The aim of employee welfare is to ensure that the values of employees and the contribution they make in an organization is recognized and rewarded (Armstrong 2020). Employees are fully motivated and satisfied in their jobs when their needs are met and this may lead to increased organizational commitment (Danish and Usman, 2021). A good number of local government workers have poor welfare structure which creates inequalities in pay which often undermine performance, collaboration and staff commitment (Jim, 2022). In Ethiope East and Ethiope West local Government Councils, employee commitment and

effective performance persistently deteriorates yearly and employee's morale swing in a downward trend. Nevertheless, the employee failures in terms of commitment is always blamed on the management, that is the main figure head in the execution of the organizational policies and programmes well as the driver of organizational goals (Okorafor, 2020) Policy makers and local government administrators are yet to determine why despitely the yearly increase in budgetary allocation and numbers of qualified employees, output (as measure by quantity of employees performances) is still very low. The main reason advanced for employee's low productivity and commitment is the fact that they are not motivated in the area of welfare packages. This is because, behaviour in the work place result from conscious and unconscious desire to satisfy oneself, since needs satisfaction is directly related to job achievement. In addition, human beings are always in need and the needs are insatiable and as such changing in employee behavior is eminent. Also the inability of the local government councils to discover the relevant welfare and motivating packages to measure productivity in the work environment constitute another problem for employee's lack of commitment. It is against this lacuna that this study intends to address.

3. OBJECTIVES OF THE STUDY

The general objective of this study is to examine the challenges of employee welfare and organization commitment in Nigerian local government system with reference to Ethiope East and Ethiope West Local government councils. The specific objectives are to

1. What are the effects of Employee Welfare on Organizational Commitment in Ethiope East and Ethiope West Local Government Councils
2. Identify the challenges of employee welfare on Organizational commitment in Ethiope East and Ethiope West Local Government councils

4. RESEARCH HYPOTHESES

The following hypotheses were formulated to guide the study:

1. There is no significant relationship between the effects of Employee Welfare and Organizational Commitment in Ethiope East and Ethiope West Local Government Councils in Delta State
2. There is no significant relationship between the challenges of Employee Welfare and Organizational Commitment in Ethiope East and Ethiope West Local Government Councils in Delta State

5. REVIEW OF RELATED LITERATURE

Concept of Employee Welfare

Welfare is a broad concept which refers to the state of living of an individual or a group in a desirable relationship with the total environment- ecological, economic and social. The concept of workers' welfare has been defined differently by diverse authors in various ways. For examples, welfare, consistent with Cowling and Mailer (2021) is a corporate commitment reflected in the expressed care for workplace's personnel at all levels so as to support their work and ensure an enabling environment for them. As defined by Regina, Susan and Mwajuma (2021), welfare programme is a universally broad concept denoting an individual's or a group's state of living in a desired relationship with the whole environment –economic, social and ecological. Sullivan (2020) refers workers' welfare as some non-wage benefits that are offered to the workers as these may comprise education fees benefits, financial assistance, transport benefits, childcare program, annual leave, family leave, and sick days. In the description of the concept of employees' welfare, Manju and Mishra (2021) consider the concept as a broad term that specifies several benefits, services, and facilities given to workers by their employers with the intention of making their lives better and to ensure that they have happiness, contentment or satisfaction at work. To Lonah, Ogoti. and Munyua (2021), employee welfare is a term that describes different benefits, services and facilities that the organization make available for its workforces which may not necessarily measures need monetarily, but can be in any kind or forms that beneficial to the employees. After basic pay and incentives, the third major components of organizational reward system are welfare and social security benefits some of which are mandated by law and some are voluntary. Adequate levels of earnings, safe and humane conditions of work and access to some minimum social security benefits are the major qualitative dimensions of employment which enhances quality of work life of workers and their productivity (Keitany, 2019). As a concept, welfare can be considered to be a desirable state of existence involving physical, mental, moral and emotional well- being. Stratton (2005) defined employee welfare programmes as the good fortune, health, happiness and prosperity of a person, group, or organization; wellbeing: to look after a child's welfare; the physical or moral welfare of society. This is the financial or other assistance to an individual or family from an organization, city, state, or national government. Employee welfare is a comprehensive term including various services, benefits and facilities offered to employees by their employers.

6. CONCEPT OF ORGANIZATIONAL COMMITMENT

The term commitment can be explained in many ways. Beginning with Becker (2021), there exist some definitions for organizational commitment describing the concept of commitment as, "consistent lines of activity." Organizational commitment acts as a psychological bond to the organization that influences individuals to act in ways consistent with the organization's interests. Similarly Meyer and Herscovitch (2022), state that commitment is "a force that binds an individual to a course of action of relevance to one or more targets". In addition, devoted individuals believe and accept organizational goals and values. They feel willing to remain within their organizations and willing to provide considerable effort on their behalf. Naturally, different reasons underlie on being commitment of employees for example, they may identify with goals reinforced by the organization, or they may value the job security linkage their membership (Johnson et al., 2022). Hence, commitment signifies both the behavioural tendencies and the feelings that employees have towards an organization. According to Lee (2021), the level of involvement and identification that employees have with their organization's values, mission, and goals is referred to as organizational commitment, according to Price (2017). Accordingly, commitment among employees is the desire they have to remain with a company because they have faith in its goals and ideals. According to Armstrong (2020), organizational commitment is the connection between the organization and its individual employees. Organizational commitment is the effort put by employees for the success of the organization. Organizational commitment is well recognized to reduce absenteeism, the desire to leave, real turnover, and to increase job satisfaction and productivity. In the past decade, the effect of the organizational commitment has increased significantly in the field of management development (Pool and Pool, 2021.). Employee commitment" has been defined in a number of ways. The definition provided by Meyer, Stanley and Parfyonova (2020), which takes a multidimensional approach, to commitment definition and views it from affective, continuation, and normative viewpoints, is arguably the most thorough of these definitions. Normative commitment refers to the sense of duty to uphold and support an organization. Affective commitment refers to an emotional attachment to and involvement with an organization. Continuance commitment refers to the perceived costs of leaving an organization.

7. CONCEPT OF LOCAL GOVERNMENT

Any government that is responsible for the development of rural people is seen as local government. According to Emezi (2021) local government as a system of local administration under local communities that are organized to maintain law and order, provide some limited range of social amenities and encourage cooperation and participation of inhabitants towards the improvement of their conditions of living. Effiom (2020) describes local government "as the breaking down of the country into smaller units or localities for the purpose of administration in which the inhabitants of the different units or localities concerned play a direct and full part through their elected representatives who exercise powers and undertake under the general authority of the state or National Government. Odalonu (2021), defined local government as a unit of government established by law to exercise political authority through a representative council with a defined area or space. Wada and Aminu (2021), notes that local government must have specific power to perform a range of function assigned by law. It must also enjoy substantial autonomy to perform array of functions, plan, formulate, and execute its own policies, programs and projects and its own rules and regulations as deemed for its local needs. Agagu (2020) on his account defines local government as the government by the popularly elected bodies charged with the administrative and executive duties in matters concerning the inhabitant of a particular district or place. Fajobi (2021) admits that local government is a political authority under state for decentralizing political power and delegation of authority. Wraith (1964), refers to local government as that government with elected council whose main purpose is to provide services with great degree of independence. Whallen (2019) states that local government refer to a given territory and population, an institution and structure for legislative, executive or administrative purpose, a separate legal identity, a range of power and functions authorized by delegation from the appropriate central or intermediate legislative and within the ambit of such delegated autonomy. Bello-Imam (2020) notes that local government is a public sector organized with assigned function and responsibilities and administrative structure and financial arrangements for maintaining both itself and rendering its statutorily assigned functions for its citizens. Abe and Omotosho (2020) opine that local government is seen as a level of government with constitutionally defined right and duties to regulate and manage public affairs which are also constitutionally defined for the exclusive interest for the local population.

8. EMPLOYEE WELFARE AND ORGANIZATION COMMITMENT IN ETHIOPE EAST AND ETHIOPE LOCAL GOVERNMENT COUNCILS IN DELTA STATE-

The commitment of employees is significantly imperative in every organization since it generates better outcomes and is linked to employee engagement. McElroy, Morrow, Liu, and Weng (2020) believed that for an employer to raise the

commitment levels of workers in an organization, the employer should consider the career goals of the employee. Little and Little (2019) posited organizational commitment is the extent to which an employee is classified in relation to a organization and is dedicated to attaining its goals and objectives. Organizational commitment is the relative power with which employees classify and include themselves with a specific organization (Newman, Thanacoody & Hui, 2019). Likewise, it is the extent to which employees in an organization classify themselves (Ambar, Saba, Asma, Yasir & Ayesha, 2015). Engagement measures the level to which employees have a sense of fulfillment and a passionate alliance for their triumph in their job. Beardwell and Claydon (2017) described commitment as a basic principle of soft human resource management (HRM), with more stress on seizing the ideas and opinions of workers and safeguarding their pledge. Engagement means to be sensitively, emotionally and palpable available during a worker's course of work (Saks & Gruman, 2014). Employee commitment is a positive link or connection a worker has with his/her work (Khalid, Khalid, Waseem, Farooqi & Nazish, 2015). Furthermore, when workers are extremely engaged, they are concerned about the organization and become resolute in accomplishing the objectives of the organization (Kruse, 2012). According to Al-Mehrzi and Singh (2016) commitment of employees in an organization is champion by the level of welfare packages provided by the organization According to Attridge (2019), for workers to be very engaged in their jobs, there is a need for them to be both committed and involved in the organization's goals. Commitment is a valuable feature of engagement, which enables workers to achieve the objectives of the organization. Ethiope East and Ethiope West local government councils which are the focus of this study has been underperforming over the years. The reasons are not unconnected with inadequate provision of basic and essential employee welfare packages such as payment of salary on time, promotion, compensation, training and development, monetary and non-monetary incentives and other fringe benefits. Scholars have proven beyond all doubt that lack of welfare packages has brought unproductive workers and as such it is detrimental to the development of the local government in providing social services to the people. A committed employee is an asset to the effectiveness and efficiency of the local government councils. Adequate employee welfare in the workplace engineered a rapid and productive workforce. According to Otite, Mukoro and Okolie (2023), the challenges of employee welfare in the workplace is as a result of lack of good and effective leadership style that the management of an organization adopts to coordinate, implement and organized the activities of the employees in achieving performance greatly affects the commitment of the employees in putting their best to achieve desired result in the organization. Welfare packages like increment of salary, promotion, recognition, appreciation and compensation have the tendencies of stimulating the employees for more robust employee relationship with their workplace, thereby contributing to the overall efficiency of the local government councils (Igbokwe-Ibeto , 2021). Welfare is a corporate attitude or commitment reflected in the expressed care for employees at all levels including the local government council, underpinning their work and the environment in which it is performed can be detrimental (Cowling and Mailer, 2021). Specifically, Coventry and Barker (2020) assert that employee welfare includes providing social club and sports facilities as appropriate, supervising staff and works' canteens, running sick clubs and savings schemes; dealing with superannuation, pension funds and leave grants, making loans on hardship cases; arranging legal aid and giving advice on personal problems; making long service grants; providing assistance to staff transferred to another area and providing fringe benefits (such as payment during sickness, luncheon vouchers and other indirect advantages).The welfare of employees is a fundamental aspect of human resource management (HRM) as it is vital to influencing commitment to the actualization of goals in organizations like the local government councils Marzullo (2022) confirms that committed employees are an asset to an organization as they are supportive and more productive than non-committed employees. Simiyu et al (2019) pointed out that employee's commitment is paramount, since it is due to high commitment of employees that HRM of the local government council could achieve positive results, in terms of increased effectiveness, while low employees commitment could leads to poor functioning of the entire local government councils. There is no doubt that employees commit their strengths and talents to utilizing available resources toward the actualization of the organizational goal, if employees are not denied their expected welfare package or facilities. However, Udofo (2022) wrote, there have been great expectations at the local government councils that employees welfare be taken seriously in other to enhance employees commitment, but in reality, meeting or satisfying employees welfare in the local government system in Nigeria appears to remain a mere rhetoric or a theoretical deliberation that is yet to receive adequate attention. According to Ikenga and Ejumude (2015), corruption in the public organization has deprived the workers their benefits and this comes with the form of manipulation of formal and acceptable processes and procedures, diversions of public funds that their personal pockets that may have been used for the procurement of motivational schemes or incentives for employees. Ikenga further notes that the low performance of the local government system is as a result of general misuse of position and authority in the workplace . Particularly, the Nigeria's situation since independence in 1960 showed that no matter how a country is richly blessed in natural resources, that country will remain a sleeping giant until it effectively manage, develop and mobilize human resources toward actualization of National

Developmental Goals (NDGs). In this sense, Maugo (2021), stresses that organizations are reliant upon their human resources to survive and thrive. Hence, the need .The welfare of the employees of the Ethiope East and Ethiope West local government councils is paramount for the attainment of desired objective. Therefore, the challenges of employee welfare on organization commitment are hinged on lack of workers welfare packages such as delay in salary payment, absence of promotional schemes, lack of recreational facilities, absence of employee work bonuses, lack of training and other fringe benefits. Delay in the payment of worker's salaries could result to apathy that might hinder efficiency in the local government councils. It could lead to embarrassing circumstances typified in inability to pay rent and concomitant quarrel with landlord/caretaker; inability to pay for the schooling of his ward (s); poor dietary intake that might result to malnourishment; inaccessibility to adequate medical-care; inability to meet with maturing social and financial obligations. The foregoing could eventually culminate into disaffection between the employee concerned and his/her employer, with consequences for poor attitude to work (low morale) and low productivity. (Nwachukwu, 2022). Other benefits that the employee is entitled to in the form of leave allowance, transport, housing, overtime allowance, traveling allowances, Christmas bonus and so on, though not legally binding on the Organization as they are not covered by the Trade Dispute Acts of Nigeria, enhance psychological satisfaction of the employees. Denial of such benefits to employees, especially when it is traditional when there is precedence for the organization to give them could adversely affect the employees in maximizing their and corruption best for result oriented local government councils. According to Ikenga and Ejumude (2015) corruption manifest in the public organization in diverse forms such as withholding public goods for personal gains, inflation of contracts, kickbacks, over-invoicing, outright looting of the common wealth which has posed serious threat to workers commitment in the organization. According to Ikenga and Benjamin (2020), the security of the employees in the work place is paramount to the development and advancement of any organization and as such government and well-meaning organizations should provide security measures in terms of job security and welfare activities to cushion the effect of unproductive and low performing workforce in the organization.. Other challenges include:

Entitlement Attitude: One of the notions that colours management's attitude toward employee welfare programs is that workers should view fringe benefits as a kind gesture from employers that they should reciprocate; for example, in the various letters of appointment and promotion emanating from our tertiary institutions, one will see sentences like "the Governing council has graciously".... Statements like this and others are usually part of an employer's concerted effort to give employees the impression that they owe the employer money and that hard work is one way to pay it back. As a result, employees must be aware of and comprehend the benefits to which they are entitled in order to bargain for them with their labour. Also, for employers to understand the role of employees in organizational performance, understanding the effects of motivation on productivity is essential.

Misconstrued Value: Any reward must be appealing to prospective recipients in order to motivate employees; the intrinsic value of the reward is unimportant. This implies that employers should examine their welfare package and compare it to the age and status of their employees, and even involve the employees in the planning of their welfare package. This will assist the organization in developing a welfare package that will be beneficial to the employees while also achieving the goals of improved organizational commitment.

Intra-organization Inequality: They are distributed inequitably between the senior and junior staff, the superior and the subordinates. This fails the test of the equity theory of motivation, which expects welfare packages to be given to employees based on their level of input, motivating them to strive for more input. Nonetheless, seniority and occupational level do not imply higher input, implying that if the welfare package is delivered along the line of seniority, the principle of equity must have been defeated, and employees will continue to be dissatisfied with their jobs.

Bad Management of Resources: Benefits that are not properly administered can cause frustration, and such mismanagement may result from the dispensing officer's questionable integrity. Furthermore, in order to achieve the equity and fairness that this study believes consolidates motivation through welfare packages, such packages should be delivered by a well-trusted agent. Even better, let the employees choose who will be the agent in charge of distributing their benefits.

9. THEORETICAL FRAMEWORK

Herzberg Two- Factor Theory was adopted in study as the theoretical framework. According to Herzberg, people felt happy when they experience job satisfaction and are also motivated through recognition, achievement, responsibility, advancement and work itself. All these are considered as an intrinsic factors (built-in) or job satisfiers or motivators. On the other hand, people's unhappiness about their work experience, lack of job satisfaction is connected with pay, organization policy, supervision, administration, and relationship with peers or subordinates. Herzberg referred to these conditions as extrinsic factors or dissatisfiers. Dissatisfier reduces the effort to work; their absence can result in

acts that are hostile to the organization. Frederick Herzberg is considered by many to be a pioneer in motivation theory, he interviewed a group of employees to find out what made them satisfied and dissatisfied on the job. Frederick Herzberg went to the extent of asking people to describe in detail the different situations which caused them high or low morale. It was discovered in his finding at Pittsburgh industry, where he conducted his research that the opposite of job satisfaction is job dissatisfaction. He recommended that workers can only be motivated on their jobs when they are given ample opportunities for professional growth, promotional opportunities, responsibility, recognition, and achievements which are all components of a socio-economic environment. He maintained that there are two dimensions to job satisfaction: motivation and hygiene. Hygiene issues, according to Herzberg, cannot motivate employees but can minimize dissatisfaction, if handled properly. In other words, they can feel dissatisfied if the factors are absent or mishandled. Hygiene factors are issues related to the employee's environment (Nwachukwu, 2022). Once hygiene areas are addressed, said Herzberg, motivators will promote job satisfaction and encourage productivity. Although hygiene issues are not the source of satisfaction, these issues must be dealt with first to create an environment in which employee's satisfaction and motivation are even possible. The implication is that the employer of labour should be concerned with two views of their workers (a) What makes the workers happy and what motivates them. (b) What makes them unhappy and what causes job dissatisfaction. 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. In applying the theory to this study, one must understand that welfare packages are essential and fundamental to the advancement employees in the workplace. Like the Ehiopic East and Ehiopic West local Government councils, it is expected that those in charge should provide the environment for more committed employees that drive the local government councils for more result oriented services. 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 and they will be less productive and committed. This situation reduces their level of commitment and motivation which may cause them to be ineffective in their job performance. This theory highlights the importance of employee welfare on organizational commitment. Its proposition is that employee welfare is directly related to employee performance. This theory is appropriate for this study because it captures the main variables and as such, the essence is to maximize higher commitment in the organization like the local government councils

10. RESEARCH METHOD

The cross-sectional research design was adopted in this study. The reason for this design is that the researcher does not have control over the variables and it elicits data in a cross-sectional manner. The population of this study was drawn from the staff strength of the two local government councils in which Ehiopic East has staff strength of 550 workers while Ehiopic West is 650 workers, making it a total population of 1,200). In order to have a representative sample of the population, 400 questionnaires were distributed to the two local government councils. Out of the 400 questionnaires 311 was returned which serve as the sample population of this study. Okorodudu (2013) notes that it is required that the sample size must be representative of the population of interest with a minimum value of 10% and above. In carrying out this study, the researcher adopted the simple random sampling technique. This is because random sampling gives equal opportunity to all respondents to be selected. Data were collected in two sources such as primary and secondary data collections. Primary data include a well structured questionnaire to elicit valuable information from the respondents while the secondary method includes academic journals, textbooks, internet, seminar papers and the library. The combination of the two methods of data collection is important to the study because the researcher needed to complement the secondary data by way administering questionnaire instrument to ascertain the level of correlations between the variables of the study. In order to ensure maximum objectivity in the analysis of the responses that was obtained, it is important to adopt statistical tools. For this reason, the researcher employed the simple percentage statistical tool for the analysis of the socio-demographic characteristics of respondents while Pearson Product Moment Correlation (PPMC) statistical tool was used to test the research hypotheses stated to determine the level of relationship between the variables.

11. ANALYSIS OF RESULTS

Hypothesis 1: There is no significant relationship between the effects of Employee Welfare and Organization Commitment in Ehiopic East and Ehiopic West Local Government Councils in Delta State

Table 1: PPCM Summary Table of the relationship between the effects of Employee Welfare and Organization Commitment in Ethiope East and Ethiope West Local Government Councils in Delta State

DISAGREE (y)	AGREE (x)	Df	r-cal.	r-crit.	Alpha Level	Decision
11	300	3	-1	0.88	0.05	Significant
11	300					
111	200					
111	200					
111	200					

From the calculation above, the value of r (-1) is negative number, which indicates negative correlation of relationship strength, and the r-cal value is not between -0.88 and +0.88. This means that the null hypothesis which states the effects of Employee Welfare and Organization Commitment in Ethiope East and Ethiope West Local Government Councils in Delta State is rejected. This implies that there is a significant relationship between the effects of Employee Welfare and Organization Commitment in Ethiope East and Ethiope West Local Government Councils in Delta State

Hypothesis 2: There is no significant relationship between the Challenges of Employee Welfare and Organization Commitment in Ethiope East and Ethiope West Local Government Councils in Delta State

Table 4.7: PPCM Summary Table of relationship between the Challenges of Employee Welfare and Organization Commitment in Ethiope East and Ethiope West Local Government Councils in Delta State

DISAGREE (y)	AGREE (x)	Df	r-cal.	r-crit.	Alpha Level	Decision
11	300	3	-1	0.88	0.05	Significant
111	200					
111	200					
91	200					
11	300					

From the calculation above, the value of r (-1) is negative number, which indicates negative correlation of relationship strength, and the r-cal value is not between -0.88 and +0.88. This means that the null hypothesis which states that there is no significant relationship between Challenges of Employee Welfare and Organization Commitment in Ethiope East and Ethiope West Local Government Councils in Delta State is rejected. This implies that there is a significant relationship between Challenges of Employee Welfare and Organization Commitment in Ethiope East and Ethiope West Local Government Councils in Delta State

12. DISCUSSION OF FINDINGS

The first hypothesis tested reveal that there is significant relationship between the effect of employee welfare and organization commitment, thus, from the calculation above, the value of r (-1) is negative number, which indicates negative correlation of relationship strength, and the r-cal value is not between -0.88 and +0.88. This means that the null hypothesis which states the effects of Employee Welfare and Organization Commitment in Ethiope East and Ethiope West Local Government Councils in Delta State is rejected. This implies that there is a significant relationship between the effects of Employee Welfare and Organization Commitment in Ethiope East and Ethiope West Local Government Councils in Delta State. This finding was in agreement with the study of Armstrong (2021) who noted that the logic and notion behind providing welfare packages to employees is to create efficiency, healthy, loyal and satisfied labour force for the organization to enhance performance level. Maslach (2021) also agree with the findings that welfare schemes are all of the amenities provided in an organization and as such they are related to the working conditions and living of the employees such as canteens and nourishment facilities, transport arrangement, recreational services, housing schemes, training, pension, bonus, medical and personal counseling packages. Cowling and Mailer (2021) stated that welfare packages are corporate attitudes reflected in an expressed care for employees at all levels including the local government councils. The second hypothesis tested shows that there is significant relationship between the variables. Thus, from the calculation above, the value of r (-1) is negative number, which indicates negative correlation of relationship strength, and the r-cal value is not between -0.88 and +0.88. This means that the null hypothesis which states that there is no significant relationship between Challenges of Employee Welfare and Organization Commitment in Ethiope East and Ethiope West Local Government Councils in Delta State is rejected. This implies that there is a significant relationship between Challenges of Employee Welfare and Organization Commitment in Ethiope East and Ethiope West Local Government Councils in Delta State

Commitment in Ethiope East and Ethiope West Local Government Councils in Delta State. This finding is in agreement with the study of Nwachukwu (2022) who noted that delay in the payment of workers' salaries and other fringe benefits could result to employee apathy which might hinder the effectiveness and efficiency in the workplace. Kohn and Schooler (2021) on their study also agree that the absence of adequate welfare packages may reduce task performance of the employees and as such when social class increases, the need for money decline. This findings are also in line with the study of Lawler (2021) who stated that pay reward decreases with the elderly employees than the young ones and as such, it is more important to focus on the young ones for more result oriented service and that the failure to provide the needed welfare packages may result in lack of committed behavior which is detrimental to the performance of the employees in the workplace.

13. CONCLUSION

Motivation of employees is both a prerequisite condition for any organization to achieve its objectives and greatness. In the local governments, however, due to the dearth of the required number of competent personnel, appropriate policy guidelines and infrastructural facilities, it is difficult, if not impossible, to motivate employees in the local government service. It is, therefore, imperative to motivate the existing staff with a view to achieving the primary aim and objectives of local governments. As such, certain facilities should be provided to energies the commitment of the staff so as to satisfactorily perform their assigned jobs. The continuous training of local government employees cannot be overstressed. This training, however, will enable local governments to eliminate waste and redundancy in the utilization of human resources. It will further make the local governments conveniently draw up job description, job enlargements and specifications for the various levels and categories of the employees. With trained and motivated local government employees, local governments will achieve not only effective utilization of all the available manpower resources at their disposal, but at the same time achieve the primary objectives of improving the living and physical conditions of the communities. All these can be realized when there exist inspiring and transformational leaders, with commitment to provide selfless service.

14. RECOMMENDATIONS

Based on the findings and the conclusion drawn, the following recommendations were made:

1. This study strongly recommends that government and organizations focus their attention on providing welfare packages that serve as incentives for workers.
2. Government should realize that local government workers are also human beings with a lot of personal and family responsibilities. Hence, the government should look beyond only achieving their organizational goals and help improve the welfare packages of workers in the local government councils
3. Government and management authorities should also incorporate voluntary welfare packages to motivate their employees towards higher productivity.
4. Much attention should be paid to workers' welfare, by providing other remunerations in addition to prompt payment of salaries and wages.
5. Workers should be provided with housing, transportation, and health allowance as well as commendation packages for outstanding performance and productivity.

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