

WELFARE PACKAGE AND EMPLOYEE PERFORMANCE IN FIVE-STAR HOTELS IN ABUJA, NIGERIA

Okpe, Omale Emmanuel and Ejikeme Emmanuel Isichei

Department of Business Administration, University of Abuja, Nigeria

Phone: +2348035899369

Email: nana.bature@uniabuja.edu.ng

ABSTRACT

The study seeks to examine welfare package and employee performance in five-star hotels in Abuja, Nigeria. Other specific objectives include to; assess the roles medical and retirement benefits has on employee quality of service delivery, ascertain whether fringe benefit and bonus payment has significance effect on employee job motivation and cooperativeness, examine whether canteen benefit and luncheon voucher enhanced employee job satisfaction, evaluate whether hazard and leave allowances has significance effect on employee competency and commitment level on the job performance respectively. The study used a stratified sampling technique to elicit for data from 205 employees of the selected hotels via; Transcorp Hilton, Abuja Continental, the Well Carlton, Nordic and Envoy hotel respectively. The study used a questionnaire as the instrument of data collection. Descriptive statistics via mean and standard deviation were used for data presentation and analysis, while Regression analysis was used for test of hypotheses with the aid of the statistical packages for social sciences (SPSS version 21). Findings of the study indicated that; welfare packages of various forms has significance effect on employee quality of service delivery, commitment, cooperativeness, competency, motivation and performances generally in five Star-hotels in F.C.T Abuja, Nigeria. It was concluded that there is significance links between welfare packages and employee performance in Five-Star Hotels in Abuja. It was recommended amongst others that hotel owners in Abuja should prioritize the implementation and provisions of effective welfare packages for their employees as this boost morale and performances.

Key words: *Welfare package, quality service delivery, commitment, employee performance.*

INTRODUCTION

Welfare packages are rewards, fringe benefits, bonus hazard and allowances other than wages or salaries which are offered to employees to enhance their wellbeing at some cost to the employer. It covered fringe benefits of all kinds inform of welfare packages such as paid leave allowances, free healthcare programme, bonus, pension plans,

insurance, travel allowance, housing allowance, transport allowance, meal subsidy, refurnishing loans, and retirement benefits etc. are very instrumental to improving employees' performance.

Employees are important business resources that must be managed carefully in order to maximize return on investment and achieve business objectives. Organizations have to provide various benefits to ensure workers welfare is taken care of. In fact, in this age and era, it is almost impossible to operate an

organization without offering a basic set of benefits for employees' welfare. Welfare facilities are essential for health of the organization since they bear a close connection with the productivities of the labour force. Employee welfare improves the performance of organizations and promotes motivation as well as healthy workplace relations thereby maintaining industrial peace and retains the employees for longer duration (Abu, 2016).

Similarly, it is equally a well-known fact that, in the hospitality industry like hotels, the implementation of sound welfare schemes is an important and integral part of well-balanced industrial relations since the programme has the advantages of providing the needed protection of improving morale, help to give a sense of loyalty and providing an incentive for quality performance on the Job.

Human needs are infinite and diverse, and as such employees tend to show high level of dedication and commitment to work if they are able to meet up with their daily basic necessity of life. It therefore means that behaviors can be influenced positively following the availability of enhanced conditions of services and better welfare packages. It became crucial for industries in the Hospitality sector like hotels to provide a context in which high levels of motivation can be achieved by providing incentives and rewards for satisfying work as this boost employee performance at the long run.

It is no longer news to say that many organizations in Nigeria and across the globe have suddenly losing patronage and hence declining sales and revenue due to high absenteeism rate of employees arising from failure of management to provides enhanced welfare packages for their workers. A situation which demoralizes employee motivation to put in their best on the job. One

possible problem could be trace to inability of management to take the advantage of numerous benefits derivable from administering welfare packages such as medical care programme, retirement benefits like pension plans, and mortgage schemes in form of refurnishing house rent loan, among others. Inadequate provisions and management of the above medical support programme and retirement benefits have significance bearing in the desire of workers to be more effective toward providing quality of service delivery in their respective organization. Factors which is believed to affect the entire organizational performance generally.

Similarly, inability of organizations especially those in the hospitality sector like hotels to effectively prioritize the provisions of welfare schemes like fringe benefits and other bonus incentives to their employees in form of housing allowance, in-service education grant/ allowance, transport facility, recreational facility, and social club incentives among others demotivate employees and lower their ability to work harmoniously. A condition that gave rise to lack of cooperativeness in the work place due to poor condition of service by the employers.

Unwillingness of organizations to provide luncheon voucher and canteen packages to employees in hotel organization as expected is source of worry as it concerns employee job satisfaction and performance. Inadequate provisions of luncheon voucher to workers like giving of enticing monetary ticket to buy meal as well as festive season food packages, and lack of cooperatives store to enable workers obtain consumables commodities on credit etc. are said to be serious factors which result to job dissatisfaction.

Furthermore, ineffective implementation and provisions of hazard allowance and leave

grant/ allowance to employees by employers is another issue of concern. Industry where management provides hazard allowance to workers like provisions of “trust fund facility” to cover compensation against unforeseen injury or sickness sustains while on the job. Also, payment of annual leave allowance and other holiday allowance as well as maternity leave grant offered to nursing mothers respectively contribute immensely in improving employee job commitment and competency level to certain extent from available literatures. The objectives of these benefits are to attract and retain qualified and competent employees thereby improving their productivity.

However, the concern of employees in most organizations especially those in the private sector is how to earn more money and other benefits so as to enjoy attractive condition of service, while employers always strive to cut cost to make higher returns on investment with little or no emphasis on workers benefits (Stone, 2018). The above scenario demonstrates the fact that management of many organizations is not giving proper attention to employee’s welfare issues. The implication would hinder efficiency and effectiveness in the utilization of resources for better performance.

This is a serious source of concern which demands further investigation. Previous studies demonstrated that staff welfare packages are tools used in motivating employee productivity. However, achieving optimal performance in the hospitality industry like hotels remain a challenge. Therefore, it becomes pertinent to evaluate and assess the best welfare approach required by organizations to build up effective workforce capable of bringing in optimal performance in all ramifications. It is believed that the hotel industry is not exempted from this menace. The study focuses on welfare package and employee

performance in five-star hotels in the Federal Capital Territory (FCT), Abuja, Nigeria. The primary objective of this study is to assess “welfare packages and employee performance in five-star hotels in F.C.T Abuja, Nigeria. Other specific objectives include to:

- i. assess the roles medical and retirement welfare packages has on quality of service delivery of employees of the five-star hotels F.C.T Abuja, Nigeria.
- ii. determine the rate at which fringe benefits of all kind and other bonus payment plan has significance effect on job motivation, cooperativeness and employee performance in five - star hotels F.C.T Abuja, Nigeria.
- iii. examine whether luncheon voucher and canteen packages enhanced job satisfaction and performance of employees in five-star hotels F.C.T Abuja, Nigeria.
- iv. ascertain whether the implementation of hazard allowance and leave grant packages affect competency and commitment level on the job performance of employees in five-star hotels F.C.T Abuja, Nigeria.

LITERATURE REVIEW

Conceptual Review

Welfare packages includes benefits which are not necessarily monetary, which results as a relationship between employer and employee to complement wages and salaries occasionally which are most time geared towards the improvement of employee performance and increase in productivity of an organization and employees. 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. Infant, for an organization to attain her goals, vision and mission, it would need a team of satisfied and happy staff in her workforce (Oshagbemi, 2019).

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, economic and social. After basic pay and incentives, the third major components of organizational reward system are welfare and 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, 2023).

Abu (2018) also shared that employee welfare is any effort by the employer to make life worth living for workmen. Welfare packages is a comprehensive term including various service, benefits and facilities offered to employees by their employers through such generous fringe benefits that makes their best at work. Welfare includes anything that is done for comfort and improvement of employees and is provided over above the wages. Welfare helps in keeping the morale and motivation of the employees high so as to retain the employee's services.

Employee welfare packages include monitoring of working conditions, creation of industrial relations and insurance against

diseases, accident and unemployment for the workers and their families. Employee welfare packages entail all those activities of employers which are directed toward providing the employees with certain facilities and services in addition to wages and salaries. The major rational for providing welfare schemes is to create efficient, healthy, loyal and satisfied labour force for the organization to enhance performance level (Armstrong, 2018).

The idea behind providing welfare packages is to create healthy, dedicated, loyal, efficient and satisfied workforce for the organization. The purpose of providing such facilities is to make their work life better and equally enhance their standard of living. Employee welfare packages are additional compensation given to employees as rewards for organizational membership (Nzelibe, 2019). This implies that employee's welfare schemes are any effort by employer to make life work living for workmen. Employee welfare is a general term comprising of various services, benefits and facilities given to employees by their employers through such generous fringe benefits to encourage, entice and motivate employees to work harder and consciously for greater productivity.

Welfare includes anything that is done for the comfort and improvement of employees and is provided over above the wages. Welfare helps in keeping the morale and motivation of employees high so as to retain the employees for longer duration. The welfare measures need not be in monetary terms but in any forms. Employee welfare includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against diseases, accident and unemployment for the workers and their families. Labour welfare entails all those activities of employers which are directed toward

providing the employees with certain facilities and services in addition to wages or salaries. Therefore, welfare measures can be summarized as follows.

Ryan and Daci, (2021) provide better physical and mental health to workers and thus promote a healthy work environment. He pointed out that facilities like housing schemes, medical benefits, and education and recreational facilities for workers families help in raising their standards of living; this makes workers to pay more attention toward work and thus increases their productivity.

Similarly, available literatures reveal that welfare packages served as motivational incentives, and is a form of reward system, financial or non-financial which is offered to employees in order to motivate them to work according to organization set goals and to surpass expectations positively. It also helps to drive performance and increase productivity toward achieving swift and excellent result.

Employees Performance

Performance is usually defined as the extent to which an Organizational member contributes to achieving the goals of the organization. Employees are the primary source of competitive advantage in service-oriented organizations (Luthans & Stankovic, 2019).

Owusu-Acheaw, (2023) 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 performs 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.

Employee performance is originally what an employee does or does not do. Performance of employee could include: Quantity of output, quality of output, timeliness of output, presence at work, cooperativeness and loyalty to subordinates and boss (Gungor, 2022).

Empirical review

Poi (2017) conducted a study on employee welfare packages and performance of public Organization in River State, Nigeria. The study used descriptive survey research design where 780 samples of direct contact questionnaires were used to generate data. The results of the findings show that employee welfare packages enjoyed by civil servant in River State included rent subsidy and transport allowance but they were less than expected. The study revealed further that, adequate provision of employee's welfare packages such as canteen benefits and others enhance staff performance by promoting job commitment and satisfaction. Such also, boost productivity and efficiency in the utilization of resources in the public sector generally. The study recommended that River State Government should implement adequate welfare packages such as the new minimum wage and ensure she upholds the agreement reached with labour unions in State to avoid adverse industrial actions.

Yazdani, et al, (2021) studied the work environment and motivation. He stated that a comfortable physical environment is correlated with employee motivation; the relationship is not merely as strong as the relationship between motivation and managerial behavior. The work environment plays an essential role since it influences employee motivation. Employees are concerned with a comfortable physical work environment with favorable working conditions, amongst other things like fringe

benefit and other extra pay affect employee motivation positively.

Oshagbemi, (2023), examined impact of hazard allowance, leave allowance and other welfare schemes on employee performance in Dangote Cement, Gboko, Benue State. The data was collected through direct contact questionnaires using t-test statistic to test the hypothesis with a sample of 25 employees. The study concluded and reveals that hazard allowance and annual leave grant benefit and other welfare schemes provided by Dangote Cement enhanced employee job dedication and skill level. Condition which fosters positive job performance.

Eaton, Marx, and Bowie, (2019), studied various employee welfare programs in United States institutions and their impacts on health behaviour and status of faculty and staff. The data was collected through the application of computer-assisted telephone interviews, self-administered mail questionnaires and computer-assisted personal interviews; 67.2% of the results reflected that health promotions can attract and retain skilled faculty and staff. The study concluded that employee welfare programs have positively impacted the health and wellbeing of employees increasing service delivery

Theoretical Reviews

The concept of welfare packages has been influenced by many disciples. However, for the purpose of this study the equity theory of motivation by Adam Smith in (1963) was used. This theory holds that workers motivation is influenced by employee's perception of the existence of fair treatment in the work place, this typically consist of such factors as fairness in the selection of employees, evaluation of performance and distribution of rewards and compensation. This implies that the theory holds that employee becomes de-motivated when they

perceive the existence of unfair treatment in the work place. Adams based his equity theory on elements of Maslow's Hierarchy of needs and Herzberg two Factor theories.

Looking at welfare issues in organization, the use of equity theory in the workplace allows managers to examine workers relationships and manage employees in a fair and equitable manners that encourages performance and improve productivity. Equity Theory argues that individuals who perceive themselves as either under rewarded will experience distress, and that this distress leads to effort to restore equity within the relationship, it focuses on determining whether the distribution of resources is fair to both relational partners. Equity is measured by comparing the ratio of contributions and benefits of each person within the relationship, partners don't have to receive equal benefits (such as receiving the same amount of love, care, and financial security) or make equal contribution is similar much like other prevalent theories of motivation.

According to Adam Smith (1965) anger is induced with overpayment. The Summary of this theory state that there is a direct links between how an employee think he is treated, and how motivated that employees is to work, and as such the basic assumption is that; employees expect a fair return for what they contribute to their jobs, a concept referred to as the equity norm. Also, employees determine what their equitable returns should be after comparing their inputs and outcomes work those of their co-workers (the concept of social comparison). Lastly, employees who perceive themselves as being in an inequality either by distort up inputs and/ or outcomes in their own minds by directly altering inputs and or output or by leaving the organization.

The above theory relating it to our study is very instrumental for the hospitality industry

especially Hotels to take into cognizant the recognition of fair treatment in their reward system through the provisions of equitable welfare packages that may be of immense benefit to all cadres of employees on fair basis to boost their moral, as any deviation from this perspective might undermine their moral and demotivate them to be committed as expected.

We derived our theoretical study base from Adam Smith Equity Theory because looking at welfare issues in the hospitality industry like complex hotels (5-stars) in Abuja and other service providing mega Organizations, the use of equity theory in the workplace allows managers to examines employee's relationship and manage them in a fair and equitable manners that encourages performance and improve productivity as cited in (Gojo, 2019).

This implies that employees are expected to enjoy certain condition of service as a result of the traditional work relationship between them and their employers. When this condition sufficiently exists in their work places, the personnel are in a better position 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.

METHODOLOGY

Descriptive survey was used for this study. The target population for this study was drawn from 750 employees in the selected five-Star hotels in Abuja, Nigeria. This cut across Human Resource and administrative employees as well as other service unit employees from the various hotels via, Transcorp Hilton, Abuja Continental, Nordic hotel, The Well Carton hotel and the Envoy hotel. A sample of 205 employees was used

to elicit data for the study using Cochran,1975 sample size determination through a stratified sampling technique. The primary data, questionnaires were used to collect data from respondents(employees). Both descriptive and inferential statistics were used to analyse data with the help of statistical package for Social Sciences (SPSS) version 21. Multiple regression analysis was done to assess the relationship between welfare packages and employee performance in selected five- Star hotels in Abuja, Nigeria.

The study used the following regression model:

$$EP = F(WP) \text{-----}(1)$$

Where EP = Employee Performance (Dependent variable).

WP = Welfare Packages (Independent variable).

The implicit form of the model is given as follow.

$$EP = F(MRB, FBO, LVCB, HALG).$$

Key: Where:

MRB = Medical/ Retirement benefit

FBO = Fringe benefit and other bonus facilities.

LVCB = Luncheon voucher and Canteen benefit

HALG = Hazard allowance/ leave grant implantation benefits.

Thus, the explicit form of the model for the study is stated as follow.

$$EP = \beta_0 + \beta_1 MRB + \beta_2 FBO + \beta_3 LVCB + \beta_4 HALG + e$$

Where "EP" is employee performance indicator.

β_0 = Constant, while $+\beta_1, \beta_2, \beta_3$, and β_4 are the regression coefficient of each Independent Variables.

Then, MRB, FBO, LVCB and HALG represent the various Independent variables describing the welfare packages attributes.

e = is the error term.

RESULTS AND DISCUSSIONS

The respondents had been asked to indicate the extent to which the specific welfare packages schemes were being provided in their respective hotel. The responses ranges from 1 (no extent) to 5 (very great extent) as per the five Likert scale.

Table 1: Correlation Result

		MRB	FBO	LVCB	HALG	EP
MRB	Pearson Correlation	1	0.732	0.632	0.731	0.813
	Sig. (2 tailed)		0.000	0.057	0.000	0.000
	n	205	205	205	205	205
FBO	Pearson Correlation	0.732	1	0.373	0.731	0.789
	Sig. (2 tailed)	0.000		0.068	0.000	0.000
	n	205	205	205	205	205
LVCB	Pearson Correlation	0.632	0.376	1	0.682	0.662
	Sig. (2 tailed)	0.057	0.068		0.000	0.000
	n	205	205	205	205	205
HALG	Pearson Correlation	0.731	0.799	0.628	1	0.883
	Sig. (2 tailed)	0.000	0.000	0.000		0.000
	n	205	205	205	205	205

Source: Author's Survey Results, (2024).

Note: a. Independent variables (MRB, FBO, LVCB, and HALG);

b. Dependent variable (EP).

From the correlation analysis stipulated that medical/ retirement benefits statutory are positively correlated with employee's quality of service delivery and performance ($r = .813$, $p\text{-value} = 0.000 < 0.05$). Therefore, a change or an increase in the provisions of medical benefits like subsidize medical insurance cover and payment for sick employees, child care programme for employee and retirement benefits (rent subsidy, mortgage facility) and car loan plan benefits respectively led to an increase or change in employee's quality of service delivery and performance by 0.813(81.3%).

The findings also show that the provisions of fringe benefits and other bonus packages like transport facility, recreational facility, in-service education grant and social club facility benefit respectively are positively correlated with employee's job motivation and cooperativeness which triggered their performance at a significance level ($r = .789$, $p\text{-value} = 0.000 < 0.05$). Implying that a unit increase or change in the provision of fringe benefits and others bonus pay as stated above led to improved employees' performance by (78.9%) as it relates to job motivation and cooperativeness of workers.

More so, the findings also demonstrate that the provision of luncheon voucher like enticing monetary ticket to buy meals and canteen packages like purchases of festive seasons bags of rice, cooperative store credit grants respectively by hotel organizations led to a proportionate positive impact on employees job satisfaction and performance, and is positively correlated slightly at a significant level ($r=0.662$, $p\text{-value}=0.000<0.05$) implying that a unit change or an increase in the provisions of the above welfare facilities led to a proportionate positive impact on employees performance generally by 0.662 (66.2%).

Finally, the findings also demonstrate that implementation of hazard allowance like trust fund facility, maternity leave grant to nursing mothers and leave grant benefit like annual leave allowance, and holiday are positively correlated with employees competency and commitment / performance rate ($r=0.883$, $p\text{-value}=0.000<0.05$) implying that a change or an increase in the above welfare facility led to enhance employee satisfaction and competency on the job and as such led to enhanced employee performance by 0.883 (88.3%).

Table 2. Regression analysis between welfare packages and employee performance

Model Summary

Model	R	R-Square	Adjusted R- Square	Std. Error of the estimate	Durbin Watson
1	0.852	0.892	0.883	0.621	1.082

Source: **Spss Output 2024.** a. Predictors (constant) welfare packages (MRB, FBO, LVCB and HALG).

b. Dependent variables= Employees performance (quality of service delivery, job motivation and cooperativeness, employee satisfaction, employee competency and commitment level). The result in table 2 above shows that the regression coefficient, $R=0.852$ indicates a positive relationship between the independent variables and dependent variables. The coefficient that 88.3% of the variation in “employee job

performance indicators via (quality of service delivery, job motivation and cooperativeness, employee satisfaction, employee competency and commitment level) is explained by “welfare packages” as in (medical/ retirement benefits, fringe benefit and others bonus facility, luncheon voucher / canteen benefit, hazard allowance and leave grant benefit implementation) respectively

Table 3. Analysis of Variance (ANOVA) Welfare packages and employee performance

Model	Sum of Squares	d.f	Mean Square	f	Sig.
Regression	38.178	4	12.736	53.397	.000 ^b
Residual	53.921	201	0.249		
Total	92.099	204			

b. Dependent variable: Employee performance (quality of service delivery, job motivation and cooperativeness, employee satisfaction, employee competency and commitment level)

a. Predictors (constant) welfare packages (MRB, FBO, LVCB and HALG).

The result of the analysis as presented in table 3 showed that the value of “F” (53.397) is significant and the significance level (.000) which is less than 0.05 (p-value = 0.000<0.05). This implies that overall regression model is statistically significant, valid and fit. The valid regression model

implies that all independent variables proxies via (medical/ retirement benefits, fringe benefit and others bonus facility, luncheon voucher and canteen benefit, hazard allowance and leave grant benefit implementation) are capable of explaining the effect welfare packages has on employee performance of the five-star hotels in Abuja as embedded in the various performance indicators proxies via (quality of service delivery, job motivation and cooperativeness, employee satisfaction, employee competency and commitment level). Also, an indication that the model possesses 95% confidence interval

Table 4. Regression Coefficient: Welfare packages and Employee performance

Model	Standardized coefficient β	Std. error	Standardized coefficient Beta	t	Sig.
(constant)	0.881	0.196	4.672	-	.000
MRB (medical/ retirement benefit)	0.512	0.059	0.547	8.63	.021
FBO (Fringe benefit & other bonus allowance)	0.297	0.061	0.194	4.39	.003
LVCB (Luncheon voucher & canteen benefit)	0.298	0.057	0.249	4.68	.001
HALG (hazard allowance/ leave grant implementation)	0.232	0.031	0.213	4.74	.001

Discussion of findings

The regression result shows that there is a significance positive relationship between medical/ retirement benefits and employee quality of service delivery and performance as ($\beta = 0.512$, $p=0.021 < 0.05$). These findings concur with the findings of (Eaton, Marx, and Bowie, 2019) posit that health and medical/ retirement promotion can attract and retain skilled faculty and staff which boost their morale to work at optimum level. A condition which led to health well-being of staff thereby resulted to increased service

delivery and improved their performance significantly.

The regression result shows that “there is also a significance positive relationship between the provision of fringe benefit/ other bonus allowance and employee job motivation, cooperativeness and performance as shown below ($\beta= 0.297$, $p= 0.003 < 0.05$). This finding was also in line with the finding of (Hazdani et al., 2021) holds that provision of comfortable physical work environment with favourable working conditions, like fringe

benefit and other bonus pay affect employee motivation positively.

More so, the findings also show that “there is a significance positive relationship between Luncheon voucher, canteen packages and employee job satisfaction and performance as shown by ($\beta = 0.298$, $p=0.001<0.05$) i.e. when other influencing factors remain constant. This finding concurs with the findings of (POI, 2017) posit that adequate employee’s packages such as canteen benefit could enhance staff performance by promoting job commitment and satisfaction as well as enhance efficiency in the utilization of resources.

Lastly, the finding equally shows that “there is also a significance positive relationship between hazard allowance/ leave grant implementation and employee competency, commitment on the job performance as shown by ($\beta= 0.232$, $p= 0.001 < 0.05$) i.e. when other factors remain constant. This finding was in agreement with the findings of (Oshagbemi, 2023) posit that hazard allowance, annual leave grant benefit and other welfare schemes provisions enhanced employee job dedication and skill level, a factor which facilitate job performance.

CONCLUSION AND RECOMMENDATIONS

The study concluded that welfare packages such as medical and retirement benefits have significance positive relationship and effect on quality-of-service delivery of employee performance in five-star hotels F.C.T Abuja. More so, the study equally concluded, that the provision of fringe benefit and other bonus allowances enhanced job motivation, cooperativeness and performance of employees. Also, the study concluded that luncheon and canteen allowance have positive significance effect on job

motivation, and satisfaction of employee job performance. Lastly, it was concluded that hazard allowance/ leave grant implementation facilitates competency and commitment level of employee’s job performance in five-star hotels. But notwithstanding, the available result shows that welfare schemes have positive significance effect on employee performance generally in the selected five-star hotels.

Looking at all these arising from our findings, we can confidently conclude that “welfare packages such as medical and retirement benefits, fringe benefit and other bonuses, canteen and luncheon voucher benefits as well as hazard and leave grant allowances respectively has significance positive relationship or effect on employee performance in five-star hotels, F.C.T Abuja. Based on the findings and conclusion drawn, the following recommendations are made.

- i. Management of the five-star hotels in F.C.T Abuja should continue to provide welfare packages such as Luncheon voucher and canteen initiative to their workers at all level. This will encourage hotel workers to put in their best in terms of providing quality service to guests. This will equally go a long way in improving the overall productivity of hotel industry in Abuja to a great extent.
- ii. Hotels owners and Managers should review the available welfare packages to include other motivating schemes like mortgage facility, car loan benefit as well as effective retirement plan among others. This will attract and retain employees in the hotel industry to stay longer in service instead of leaving for other greener pasture elsewhere. This will equally serve as a veritable source of motivation and job satisfaction leading toward better performance.

- iii. Hotels Managers in F.C.T Abuja should establish cooperative store and maternity leave adoption packages respectively for their employees like as obtainable in Abuja Continental hotel. The cooperative store enables workers to obtain consumables and other goods on credit during hard times and the same is cleared in the next month salary or wages of the workers. While the maternity/paternity leave policy put in place can make nursing parent have reasonable time to attend to emergency child care need while working. These are source of job satisfaction which encourages performance as well.

SUGGESTIONS FOR FURTHER STUDIES

Further Studies should be conducted on fringe packages and other rewards and compensation schemes provided by other manufacturing organization and other public sector institutions in Nigeria away from the hospitality and tourist industry like hotels. This suggestion became necessary because many organizations in different sectors has diverse perspectives to problem solving based on their capability. The study is constraint by the availability of large numbers of independent variables which made it very difficult for the researcher to select the ideal proxies for survey design.

REFERENCES

- Abu, A.S. (2018). Employee Welfare and Organizational Productivity: *An Impact analysis of the Nigeria Police Academy, Wudil. Nigerian Journal of Management Sciences*, 6(2), 77-86.
- Armstrong, M.A. (2018). *Understanding the power of welfare schemes in staff motivation*. Handbook on personnel management practice. London: Kogan page Ltd, 21(8), 83-84.
- Stone, L. M. (2018). The impact of financial and non-financial rewards on employee's motivation. Bachelor's thesis of Turku University of applied Sciences.
- Eaton, M., & Bowie. M (2019). *Impact of welfare programs on service delivery. An insight, International Journal of Business and Administration*. Research Review, 3(11), 40-47.
- Luthan, S., & Stankovic, P. (2019). *Impact of Medical Facility on employee's satisfaction*. Business Horizons, 60(1), 45-54.
- Gungor, A. (2022). *A handbook of Human Resources Management Practices*. (10th edition): Kogan Page.
- Nzelibe, A.Y. (2019). *Employee welfare packages as compensation Reward for enhance performance*. A reference to Peach Consulting Limited, School Article. Vo12. 14-18.
- Oshagbemi, J.A. (2023). *The Role of welfare schemes Influence on Work Team dedication*. Journal of Management sciences, 18(2), 24-26.
- Pio, G. (2017). *Employee Welfare Packages and the Performance of Public organizations in River's State, Nigeria*. Director, Entrepreneurship Centre & Head of Department of Business Administration, Faculty of Social and Management Sciences, University of Africa, Toru-Orua, Publication. 4(3), 20-25.
- Resma, G.A., & Kwak, J. (2013). An Empirical Study of Fringe Benefits and other welfare amenities and performance of the Korean Firms. *International Journal of Business and Management*, 4(2):3-10.

<https://ccsenet.org/journal/index.php/ijbm/articles/view/481>

Yazdani et al, (2021). Understanding the place of Employees promotion and

Motivation. HR Practice in Chennai-Easwari Engineering College-Kenya. 1(2), 23-25