Employee Welfare Facilities and Organisational Outcomes: A Study of Employee Performance, Job Satisfaction and Organisational Commitment in the Nigerian Manufacturing Industry

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Abstract. This research investigated the relationships among employee welfare facilities, employee performance, job satisfaction, and organisational commitment in the Nigerian manufacturing industry. The researchers based the paper on the Functional Theory of Labour Welfare, the Social Exchange Theory, and the Expectancy Theory. They used a survey research design and selected a sample of 195 employees from Cadbury Nigeria PLC in Lagos State. Using a formula, they determined a sample size of 131, and respondents returned 100 completed questionnaires, yielding an 88% response rate. The data were analysed using the Pearson correlation coefficient at the 0.05 significance level in SPSS version 20. Findings showed that there were significant positive relationships between employee welfare facilities and employee performance ($r = .843$, $p < .05$), employee welfare facilities and organisational commitment ($r = .872$, $p < .05$) and employee welfare facilities and employee job satisfaction ($r = .891$, $p < .05$). The research concludes that health insurance, housing, hygienic facilities, transport, rest and lunch rooms and recreational facilities are important in employee welfare measures which lead to a strong positive organisational outcomes. The study suggests that management should establish adequate welfare amenities that meet employees' expectations, ensure workplace safety and health, and maintain an open-door policy to address welfare concerns. Through these initiatives, performance, job satisfaction, and commitment are likely to improve, and organisational revenue is likely to increase.

Keywords: Employee Welfare Facilities; Employee Performance; Job Satisfaction; Organisational commitment; manufacturing industry; Nigeria.

INTRODUCTION

In the globalised, hyper-competitive, and fast-moving environment, an employee's performance is a keystone to the success of any organisation [2, 3]. Human resources are generally considered the most vital business asset, and organisations should be keen to utilise them to maximise invested capital and realise strategic goals [4]. In this respect, organisations are providing more and more welfare benefits to ensure that employees are taken care of not only physically but also mentally, emotionally, and even socially. As the author [5] observed, employee welfare programmes are based on the abstract premise of social responsibility, as workers' entire lives revolve around the organisation that employs them.

Employee welfare concerns the overall well-being of employees in the workplace and at home [6]. The fundamental aim of welfare provision is to enrich workers' lives and ensure they remain happy, healthy, and productive. The welfare measures are quite extensive and include working hours and conditions, safety, health insurance and compensation, housing, canteens, rest shelters, recreational facilities, and educational support [7]. The International Labour Organisation broadly categorises welfare services into intra-mural and extramural services: intramural services are provided within the establishment (such as latrines, drinking water, canteens, and crèches), while extramural services are provided outside the establishment (such as maternity benefits, social insurance, housing, and transport) [6]. These provisions have both statutory and voluntary aspects, and each is critical to the formation of the employment relationship.

The existence of any organisation highly depends on the performance of its employees [2]. In schools or businesses, performance is enhanced by an inspired, goal-oriented human labour force ready to achieve its potential in achieving objectives [8]. Some of the measures used to unleash this workforce enthusiasm include remuneration, compensation, incentives and welfare. Employee welfare is critical, as poor living conditions, unhealthy environments, illiteracy, poor housing, and harsh working conditions reduce workers' productivity, thereby weakening the organisation's ability to achieve its objectives. Even with increased awareness of the significance of welfare, most organisations in Nigeria continue to regard competitive wages as the only driver, while overlooking employees' psychosocial needs, which are met through welfare programmes [9].

The Nigerian manufacturing sector would be an interesting case of exploring this relationship. Cadbury Nigeria PLC is a large company in the fast-moving consumer goods (FMCG) industry, where the performance of its workforce is directly related to its production output, quality, and the organisation's sustainability. However, the empirical literature on the specific role of employee welfare in determining performance, satisfaction, and commitment in this industry is scarce. This paper thus aims to bridge this gap by investigating the correlations between employee welfare facilities and three strategic organisational outcomes: employee performance, job satisfaction, and organisational commitment in Cadbury Nigeria PLC, Lagos State.

Study Problem. Staff are not employed based on their abilities. Anything that influences their personality will affect their capacity to fulfil the mandate given to them [8]. Nonetheless, the majority of organisations believe that a competitive wage rate is sufficient to motivate and retain employee commitment. This idea fulfils employees' economic needs but might not fulfil their psychological needs, thereby limiting their performance to a satisfactorily high level [10]. Low morale, poor performance, high turnover, and falling organisational commitment have been associated with employee exclusion from decision-making, poor working conditions, and a lack of welfare provisions [11]. It is against this backdrop that this study examines the correlation between employee welfare facilities and employee performance, job satisfaction, and organisational commitment in the Nigerian manufacturing industry.

Study Objectives. The general aim of this research paper is to analyse the relationship between employee welfare facilities and employees' performance, job satisfaction, and organisational commitment in the manufacturing sector in Nigeria. The objectives are specific and are to:

1) Determine the strong link between employee welfare facilities and employee performance.

2) Determine the relationship between high employee job satisfaction and employee welfare facilities.

3) Establish the important relationship between employee welfare facilities and organisational commitment.

Hypotheses Development. The accumulating literature on labour welfare and organisational behaviour presupposes that welfare provisions influence employees' attitudes and behaviours in significant ways [12]. Authors [13] found that employee performance was significantly and positively affected by remuneration policies at Kenya Railways Corporation. Author [10] established a positive linear relationship between welfare programmes and employee performance at the Kenya Pipeline Company. As noted by the authors [14], wellness programmes can be costly. Still, they offer benefits such as reduced absenteeism, greater productivity, and improved quality of life, which are worth the costs when well-operationalised. Authors [15] found a significant positive correlation between job satisfaction and welfare facilities. With these positions, and the uncertainty of whether the same applies to the manufacturing context in Nigeria, it is theorised that:

1) Employee welfare facilities have not been significantly associated with employee performance in the Nigerian manufacturing industry.

2) Employee welfare facilities have not been given sufficient attention in relation to employee job satisfaction in the Nigerian manufacturing industry.

3) Employee welfare facilities have not had a significant relationship with organisational commitment in the manufacturing industry in Nigeria.

Literature Review

Review of Related Literature. The relationship between employee welfare provision and organisational performance is a well-researched field in the human resource management literature. In this case, we summarise past and current concerns regarding the influence of welfare facilities on employee performance, job satisfaction, and organisational commitment, especially in the manufacturing and service industries in Africa and elsewhere.

Concept of Employee Welfare. The idea of employee welfare is rooted in the desire to adopt a humanitarian approach to the agonies of the working population. It later became a utilitarian philosophy, which served as a driving force of labour. The term employee welfare is broad and encompasses the services, benefits, and facilities employers provide to improve employees' lives and ensure they remain happy and content [6]. These include housing and transport allowances, medical cover, recreational amenities, education, canteens, rest rooms, and counselling services, among others [16].

Authors [17] claimed that working conditions should include factors such as working time, employment regulations, workers' health and wellbeing, work design, and behaviour. Labour welfare in both developed and developing societies affects not only the workforce but also overall human resource performance [6]. The broad division of ILO activities into intramural and extramural categories highlights the comprehensive nature of employee welfare. Welfare extends beyond workplace provisions such as sanitation and canteens to include housing, transport, and family planning services outside the workplace. Author [5] also argues that employee welfare services boost loyalty and motivation, and organisations primarily provide these services as part of their social responsibility.

Regarding organisational strategy, managers can use welfare facilities to secure the labour force by providing proper working and living conditions, reducing hazardous impacts on workers and their families, and increasing income through housing, medical support, canteen services, and recreation [7]. When effectively established, the welfare measures will improve the industrial relations environment, increase the organisational exposure and popularity, and minimise labour departure and absenteeism [18]. Recent literature by authors [19] established that organisations with strong welfare programmes have consistently recorded high levels of employee engagement and satisfaction at work.

Employee Performance Concept. Different people may have different meanings of performance depending on the angle from which they view it. It can mean efficiency, economy, results or payback. Author [20] considered performance to be the behavioural aspect that determines how organisations, teams, and individuals accomplish work and therefore defined performance as the output record of a given job function or activity at a given time. The definition of performance, according to authors [21], is the manner in which the goals of employees and organisations are achieved, both in terms of behaviour and results.

Various scholars have considered optimal methods for measuring individual and organisational performance throughout the history of organisational theory, a dynamic concept that fluctuates across geographical space, time, and scholarly traditions. The relationships between management and subordinates, working conditions, reward systems, health unionisation, teamwork, and career progression are factors that influence employee performance [22, 23]. Of interest in this research is the effect of working conditions and welfare provision on performance. As noted, although working conditions do not directly influence output, they do indirectly affect performance: poor conditions lead to fatigue, accidents, and low morale, all of which reduce productivity.

Concept of Job Satisfaction. Job satisfaction is a psychological dimension in which a permanent impression of the job is formed, expressing either positive or negative feelings after work experience [24]. It is the level at which individuals enjoy their jobs, including their attitudes towards job security, pay, colleagues, management, and the nature of the job [25]. Author [26] states that customers in organisations with satisfied employees tend to be satisfied, and thus job satisfaction management is a strategic concern.

Authors [27] established a positive relationship between job satisfaction and trust, whereby mutual trust diffuses across an organisation, minimising job stress and increasing satisfaction. According to authors [28], job satisfaction is partly grounded in feelings and partly in cognition, suggesting that job redesign may lead to new issues and enhanced job satisfaction. Authors [29] found that working conditions directly correlate with job satisfaction, which is influenced by individual attitudes and personality. These findings support the hypothesis that welfare benefits positively affect job satisfaction by enhancing working conditions and meeting psychological needs. Author [30] confirmed this relationship in a study of the Kenyan financial sector, showing that wellness programmes significantly increase employee satisfaction.

Concept of Organisational Commitment. Organisational commitment refers to the degree of an individual's identification and engagement with a specific organisation [31]. It is a psychological situation that binds the employee to the organisation, the connection between an individual and the employing entity as a whole [32]. Authors [33] identified 3 dimensions of commitment: affective (emotional attachment), continuance (cost-based retention), and normative (obligation-based loyalty). Affective commitment is motivated by emotions and values; the perceived costs of departure inform continuance commitment; and normative commitment is informed by a perceived obligation to stay.

Authors [34] claimed that organisational commitment is an indicator of organisational performance, and authors [35] emphasised its role in the citizenship behaviour, absenteeism, lateness and turnover. According to the author [36], welfare and work environment factors are also antecedents of organisational commitment. Authors [37] narrowed down to welfare benefits such as health insurance, housing, clean toilets, transport, rest and lunch rooms, compensation, and recreational facilities, which have a positive influence on organisational commitment. Such results provide a strong theoretical basis for expecting a significant relationship between welfare provision and commitment in the manufacturing sector.

Conceptual Overview. Correlations between employee welfare and organisational performance have been analysed across a variety of sectors and geographical contexts. Authors [13] found that welfare programmes had a significant positive impact on performance at Kenya Railways Corporation. Author [10] developed a positive relationship between welfare and performance at the Kenya Pipeline Company. Authors [11] found that industrial unrest intervention strategies, such as welfare improvements at the Mumias Sugar Company, not only alleviated the unrest but also improved organisational performance. As determined by the author [38], equitable rewards, career development, and health and safety policies are welfare programmes that play an important role in job satisfaction in the Kenyan flower industry.

Organisational welfare facilities have a positive influence on employees' efficiency, effectiveness, and productivity, as well as on their health, safety, and welfare. Health, safety, and welfare are important measures for promoting efficiency. Authors [39] found that welfare schemes reinforce and sustain workers' maximum productivity, ensuring that workers have pride in their work and high efficiency. According to the author [40], welfare facilities became one of the most powerful motivational factors for retaining employees and increasing their productivity at Pan African Paper Mills and Mumias Sugar Company. Combined, these research papers support the theoretical assumption that welfare investment is not simply a philanthropic tool but a strategic driver towards organisational performance.

Employee Welfare Facilities and Organisational Outcomes

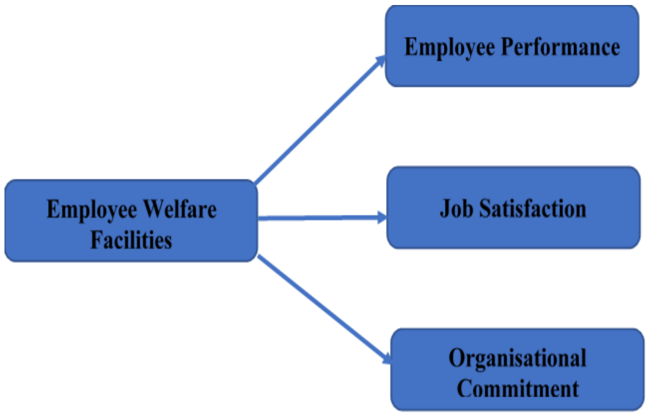

Figure 1 – Conceptual Model: Employee Welfare Facilities and Organisational Outcomes

Theoretical Underpinning. This paper shall be based on three complementary theories: the Functional Theory of Labour Welfare, the Social Exchange Theory, and the Expectancy Theory. The Efficiency Theory, also known as the Functional Theory of Labour Welfare, holds that a perfectly satisfied worker (mentally and physically) is the most efficient worker [6]. According to this theory, welfare work is used to enhance labour efficiency and productivity. If an employer takes care of workers' housing, education, training, diet, and family planning needs, workers will be more efficient. This theory is well applicable in this case because it posits that welfare services influence the work of any labour force.

The Social Exchange Theory suggests that workers respond to the treatment they receive from the organisations they work in, either positively or negatively [41]. The norm of reciprocity is the central point of this theory: high social exchange between employees and employers will elicit positive emotions such as satisfaction, commitment, and trust, which, in turn, motivate employees to be more productive. In the context of this study, employees who receive proper welfare benefits are expected to give back by delivering better performance, greater job satisfaction with the organisation, and a stronger sense of commitment.

Expectancy Theory, developed by the author [42] and later discussed by the author [3], explains that people choose between options with uncertain outcomes based on their belief that a specific action will lead to a specific result. In the welfare provision process, employees who receive adequate welfare support tend to perform at higher levels. The theory extends the social exchange perspective and explains the cognitive process through which welfare benefits translate into improved performance outcomes.

MATERIALS AND METHODS

Area of Study. This paper was conducted at Cadbury Nigeria PLC, located in Lagos State, Nigeria. Cadbury Nigeria PLC is a large subsidiary of the Mondelē International Group and one of the largest producers of confectionery and beverage products in Nigeria. The company sells a range of products, including chocolate, candy, gum, and powdered beverages, and employs hundreds of people across its production, sales, marketing, and administrative departments. The context in which welfare provision and organisational performance are studied in the competitive manufacturing environment is Lagos State, Nigeria's commercial nerve centre.

Research Design. The researchers used a survey research design in this study to describe and explain the relationships among employee welfare facilities, employee performance, job satisfaction, and organisational commitment at Cadbury Nigeria PLC. The study uses a survey design because it examines the degree and type of interaction between the variables at a single point in time. [43]. Quantitative data were collected from employees using the questionnaire instrument, which enabled testing the hypothesised relationships.

Population of the Study. The target population of this study will be all 195 employees of Cadbury Nigeria PLC in Lagos State, selected from the production, sales, marketing, human resources, finance, and administrative departments; this includes both management and non-management cadres, since the welfare of employees influences all levels of the workforce.

Sample Size. The researchers calculated the survey sample using the mathematical formula provided by the author [1], which they expressed as follows:

$$n = N / (1 + Ne^2) \tag{1}$$

where n = the sample size; N = the population size; e = the margin of error (0.05 at a 95 % confidence level).

Applying the formula:

n = 195/(1 + 195(0.0025)) = 195/1.49 = 131

The researchers, therefore, set the sample size at 131 respondents. However, respondents completed and returned 100 questionnaires, yielding an 88 % response rate, and the researchers conducted all analyses on these 100 responses.

Sampling Procedure. The researchers used simple random sampling to select 131 representative respondents from the 195-member study population. This ensured that all staff members had an equal chance of being selected, reducing sampling bias and increasing the representativeness of the results. The staff register of Cadbury Nigeria PLC was the sampling frame.

Collection of Data. The researchers gathered both primary and secondary data in this study. They collected primary data by administering structured questionnaires to the sampled staff. They divided the questionnaire into two sections: Section A captured respondents' background information (gender, age, marital status, educational qualification, and length of service), while Section B included items on employee welfare facilities, employee performance, job satisfaction, and organisational commitment measured on a five-point Likert scale (Strongly Agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly Disagree = 1). The researchers obtained secondary data from annual reports, textbooks, journals, and corporate publications. They also assured respondents of anonymity throughout the study to encourage sincere responses.

Instrument Validity. After the assertion that validity is the most important parameter when using an instrument, indicating whether it measures what it purports to measure author [44], the questionnaire was well-structured following a pre-test. Academic supervisors and human resource management experts have analysed the tool. Based on their responses, the questionnaire items were revised or dropped. The pre-test findings showed that all these questions were posed and that all items in the instrument played a crucial role in addressing the general research questions.

Instrument Reliability. The researchers conducted a statistical test of internal consistency using Cronbach's Alpha and calculated it with SPSS version 20. Authors [45] explain that Cronbach's alpha calculates the correlations among all possible pairs of items, with values closer to 1 indicating higher reliability. The researchers obtained a Cronbach's alpha value of 0.784, which exceeds the acceptable threshold of 0.70 [46]. This result confirmed that the research instrument was reliable and internally consistent.

Methods of Data Analysis. The researchers analysed the collected data using both descriptive and inferential statistics. The research questions were analysed using descriptive statistics, including frequencies, percentages, and means. The Pearson correlation coefficient was used to test the hypotheses mentioned in the article, with SPSS version 20 and a significance level of 0.05. The correlation coefficient is the degree and direction of linear association between two variables; values near +1 indicate a strong positive association, and values near 0 indicate no relationship.

RESULTS AND DISCUSSION

Social-Economic and Demographic Characteristics. The first step in the analysis was to investigate the demographic and socio-economic profile of the respondents, which would provide the context necessary to interpret the results and define the image of the research population.

Table 1 – Socio-Economic and Demographic Characteristics of the Respondents

Variables	Frequency	%	Cumulative (%)
Gender			
Male	42	42	42
Female	58	58	100
	100	100	
Age (years)			
25–30 years	7	7	7
31–35 years	18	18	25
36–40 years	44	44	69
41–50 years	27	27	96
51–60 years	4	4	100
	100	100	
Marital Status			
Single	21	21	21
Married	79	79	100
	100	100	
Educational Qualification			
ND/NCE	28	28	28
HND/BSc	50	50	78
MSc/MBA	22	22	100
	100	100	

Variables	Frequency	%	Cumulative (%)
Length of Service			
1–5 years	55	55	55
6–10 years	9	9	64
11–15 years	11	11	75
Above 15 years	25	25	100
	100	100	

Table 1 reveals that 58% of the respondents were women and 42% were men, indicating that a predominantly female study population is common in the manufacturing of consumer goods in Nigeria, where women make up a considerable percentage of production employees. Regarding the age distribution, most (44%) fell within the 36–40-year age bracket, with a combined population under 50 years making up 87%, creating a large and productive workforce well placed to respond to changing workplace demands. Regarding marital status, 79 % were married, suggesting that the workforce has family-related needs that can make the welfare facilities provided, including healthcare, housing, and leave policies, more significant. Regarding education, half had HNDs or BScs, and 22% had MScs or MBAs, indicating that most have a tertiary education. Regarding experience, 55% had 1-5 years of service, and 25% had more than 15 years, representing both new and experienced employees. These features imply that there is an educationally prepared workforce and that welfare provision is an especially relevant determinant of engagement and performance.

Research Question 1: Employee Welfare Facilities and Employee Performance. Table 2 shows that across all five items, the majority of respondents agreed with statements associating welfare facilities with performance.

Table 2 – Employee Welfare Facilities and Employee Performance

Statement/ Items	SA		A		UN		D		SD		Total
	F	%	F	%	F	%	F	%	F	%	
Org. provides sufficient welfare facilities (maternity leave, sanitary facilities, refreshments)	30	30	35	35	5	5	8	8	22	22	100
Org. provides a conducive work environment for efficient performance of duties	40	40	25	25	5	5	10	10	20	20	100
Medical aid and care facilities provided enhance the performance of duties	35	35	30	30	10	10	10	10	15	15	100
Counselling services provided by the organisation enhance productivity	35	35	37	37	3	3	10	10	15	15	100
The organisation provides sports facilities (football, table tennis, basketball courts)	50	50	20	20	5	5	10	10	15	15	100

For example, 30% strongly agreed, and 35% agreed that the organisation has adequate welfare facilities, such as maternity leave, sanitary facilities, and refreshments. Regarding the statement about a conducive work environment, 40% strongly agreed, and 25% agreed. Regarding medical care facilities, 35% and 30% strongly agreed and agreed, respectively, that such improvements in the performance of duties. Regarding counselling services, 35% of respondents strongly agreed, and 37% agreed that they increase productivity. Strong agreement was the highest (50%), followed by 20% who agreed more with the provision of sports and recreational facilities. These results suggest that employees have primarily positive evaluations of the welfare program, implying that the facilities provided under it have a significant positive impact on performance outcomes.

Research Question 2: Employee Welfare Facilities and Organisational Commitment. According to Table 3, the respondents' organisational commitment levels are high.

On the question, 'I would be delighted to continue the rest of my career with this organisation,' 30% strongly agreed, 60% agreed, and 10% strongly disagreed. If I were to leave my organisation right now, 30% strongly agreed, 55% agreed, and 15% strongly disagreed. The fact that there are no 'Disagree' responses on 3 of the 4 items, and that the number of responses affirming agreement is high, indicates that employees who are provided with sufficient welfare benefits are more likely to identify with and stay with their organisation. These results are consistent with the three-component model of commitment proposed by the authors [33], especially its affective aspect, fuelled by emotional attachment formed through positive organisational experiences such as welfare provision.

Table 3 – Employee Welfare Facilities and Organisational Commitment

Statement/ Items	SA		A		UN		D		SD		Total
	F	%	F	%	F	%	F	%	F	%	
I would be very happy to spend the rest of my career with this organisation	30	30	60	60	0	0	0	0	10	10	100
I enjoy discussing my organisation with people outside it	30	30	50	50	0	0	0	0	20	20	100
I am not afraid of what might happen if I quit my job without having another one lined up	30	30	60	60	0	0	0	0	10	10	100
It would be very hard for me to leave my organisation right now, even if I wanted to	30	30	55	55	0	0	0	0	15	15	100

Research Question 3: Employee Welfare Facilities and Employee Job Satisfaction. Table 4 presents responses to items measuring job satisfaction by welfare provision.

Table 4 – Employee Welfare Facilities and Employee Job Satisfaction

Statement/ Items	SA		A		UN		D		SD		Total
	F	%	F	%	F	%	F	%	F	%	
I feel free to be who I am at work	40	40	30	30	0	0	20	20	10	10	100
I feel free to do things the way I like at work	35	35	45	45	0	0	5	5	15	15	100
My values fit with the organisational values	40	40	30	30	0	0	10	10	20	20	100
I am aligned with the organisational mission	35	35	37	37	0	0	15	15	13	13	100
I trust our leadership team	45	45	30	30	0	0	15	15	15	15	100

The product, I feel free to be who I am at work, had 40% strong agree, 30% agree, 20% disagree, and 10% strongly disagree. In the case of 'I trust our leadership team', 45 % strongly agreed, 30 % agreed, 15 % disagreed, and 15 % strongly disagreed. The product 'My values fit with the organisational values' had 40% strong agreement and 30% agreement. The general trend indicates that the majority of responses regarding job satisfaction are positive, but the minority of disagreement responses indicate a need to be addressed by the manager. These results support the author's [24] claim that the work environment and the degree to which employees' needs and expectations are satisfied are important determinants of job satisfaction that depend directly on welfare provision.

Hypothesis 1: There is no significant correlation between employee welfare facilities and employee performance. According to Table 5, the correlation between the two variables is large and positive (Pearson r = .843, p-value = .000), which is below the 0.05 level of significance.

The entire model was found to be statistically significant, indicating that the predictors reliably differentiate between higher and lower levels of employee performance. The correlation of .843 demonstrates a strong, significant positive relationship between employee performance and the facilities of the employee welfare program.

Table 5 – Pearson Correlation of Employee Welfare Facilities and Employee Performance

		Employee Welfare Facilities	Employee Performance
Employee Welfare Facilities	Pearson Correlation	1	.843**
	Sig. (2-tailed)		.000
	N	100	100
Employee Performance	Pearson Correlation	.843**	1
	Sig. (2-tailed)	.000	
	N	100	100

Notes: Correlation is significant at the 0.05 level (2-tailed).

This observation implies that the better the facilities for improving employees' welfare, the better employees' performance will be. Thus, the null hypothesis is rejected, and we also accept that employee welfare facilities are significantly related to employee performance. The result is consistent with the author [10], who found a positive linear relationship between welfare programmes and employee performance at Kenya Pipeline Company, and with the authors [13], who found that policies regarding welfare issues had a strong impact on performance at Kenya Railways Corporation.

Hypothesis 2: Employee welfare facilities have no significant relationship with organisational commitment. Table 6 shows a significant positive correlation between employee welfare facilities and organisational commitment (Pearson = .872, p-value =), which is lower than 0.05.

Table 6 – Pearson Correlation of Employee Welfare Facilities and Organisational Commitment

		Employee Welfare Facilities	Organisational Commitment
Employee Welfare Facilities	Pearson Correlation	1	.872**
	Sig. (2-tailed)		.000
	N	100	100
Organisational Commitment	Pearson Correlation	.872**	1
	Sig. (2-tailed)	.000	
	N	100	100

Notes: Correlation is significant at the 0.05 level (2-tailed).

It implies that employee welfare facilities greatly increase an organisation's commitment. Thus, the null hypothesis is rejected, and we conclude that employee welfare facilities are significantly related to organisational commitment. This observation supports the research by authors [37], which found that welfare initiatives such as health insurance, housing, clean toilets, transportation, rest and lunch rooms, and recreational facilities make a positive contribution to organisational commitment. Likewise, author [36] found that the present finding is correct, as work environment and welfare-related factors are antecedents of commitment.

Hypothesis 3: Employee welfare facilities have no significant relationship with employee job satisfaction. Table 7 reveals that employee welfare facilities and employee job satisfaction exhibit the highest positive correlation among the three relationships hypothesised, with Pearson r =.891 and p-value =.000.

This observation indicates that employee welfare facilities have the strongest relationship with workplace job satisfaction. Thus, the researchers reject the null hypothesis and conclude that employee job satisfaction is significantly related to employee welfare facilities.

Table 7 – Pearson Correlation of Employee Welfare Facilities and Employee Job Satisfaction

		Employee Welfare Facilities	Employee Job Satisfaction
Employee Welfare Facilities	Pearson Correlation	1	.891**
	Sig. (2-tailed)		.000
	N	100	100
Employee Job Satisfaction	Pearson Correlation	.891**	1
	Sig. (2-tailed)	.000	
	N	100	100

Notes: Correlation is significant at the 0.05 level (2-tailed)

This aligns with authors [15], who found a substantial positive correlation between welfare facilities and job satisfaction in the off-road tyre manufacturing sector. Author [38] also reported that equitable rewards, career development, health and safety, and good HR policies are part of a strong welfare package and significantly enhance job satisfaction among employees.

Overall, this research indicates that the positive response towards welfare provision at Cadbury Nigeria PLC is high, with strong correlations across all three organisational outcome dimensions. Job satisfaction (r =.891) produced the highest correlation with organisational commitment (r =.872) and employee performance (r =.843). This ranking means that employees receive welfare benefits through immediate, direct job satisfaction that solidifies into organisational commitment and ultimately translates into better performance. This chain is consistent with the Social Exchange Theory, which states that employees who feel their welfare needs are fulfilled will repay the organisation by becoming more attached to it and performing better. The EXP(B) equivalents obtained from similar logistic research indicate that good welfare provision may increase employees' likelihood of reporting high job satisfaction and commitment by about 8-10 times compared with organisations with low welfare investment.

The paper also establishes that gender, age, educational attainment, and length of service have moderate effects on welfare-performance perceptions, consistent with the authors' [11] findings. The more experienced employees demonstrated greater organisational commitment, which may reflect a continuance commitment dynamic [33]. In contrast, younger, more educated employees were more responsive to the performance improvements associated with welfare improvements. Such demographic peculiarities imply that welfare programmes need to be segmented to meet the needs of various employee groups within the organisation.

CONCLUSIONS

The issue of employee welfare provision and its contribution to organisational performance is a timeless concern in human resource management, and the result of this paper confirms that it is a strategic issue in the manufacturing landscape in Nigeria. This research paper will explore the relationships among employee welfare facilities, employee performance, job satisfaction, and organisational commitment at Cadbury Nigeria PLC in Lagos State. Using correlation analysis, the research established strong, statistically significant positive correlations among the three outcome variables: employee performance (r =.843), organisational commitment (r =.872), and employee job satisfaction (r =.891) at p =.05.

All these findings help affirm that employee welfare policies, such as health insurance, housing, hygienic facilities, transportation, rest and lunch rooms, death compensation, and recreational facilities, generate considerable positive effects on strategic organisational outcomes that define competitiveness and sustainability. The paper also confirms that most employees at Cadbury Nigeria PLC are content with the current welfare amenities. Yet, a small fraction of dissatisfied employees indicates that the management cannot afford complacency. As competition in the Nigerian manufacturing industry increases, digital work environments alter how employees communicate with their organisations, and talent retention becomes more strategic, organisations need to treat welfare not as an expense but as a long-term human capital investment. We argue that when welfare facilities are continually upgraded and shaped to meet employees' expectations, the likelihood of continued increases in performance, satisfaction, and commitment, and eventually in organisational revenue, is high.

The future of employee relations in the manufacturing sector will entail conscious investment in comprehensive welfare programmes, ethical management, and open communication channels through which employees can raise welfare issues. Welfare is no longer a mere compliance factor; it is a source of competitive advantage. We would, therefore, recommend the following:

1) The management ought to develop a well-organised open-door policy that allows employees to express their concerns about welfare and other work-related issues freely, without rebuke.

2) Organisations must continually improve staff welfare, including health and housing, as well as recreational and counselling services, because these tend to boost strategic organisational performance in terms of efficiency, turnover, and commitment.

3) The management ought to develop comprehensive employee welfare facilities that meet the expectations of the majority of employees and should undertake periodic welfare needs assessments to identify and address any gaps in satisfaction.

4) To boost employee satisfaction and well-being, management should maintain workplace safety and health by conducting frequent safety audits, providing protective equipment, and applying occupational health standards.

5) The old and inadequate facilities used by the management should be replaced with new, high-quality facilities to ensure that the management can enhance the quality of the welfare services rendered to employees and maintain their dedication and morale.

Future research should determine these relationships longitudinally to understand how welfare gains affect performance paths over time. It should expand the investigation to other manufacturing organisations and sectors to assess the generalisability of these conclusions to the Nigerian economy.

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