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RELATIONSHIP BETWEEN EMPLOYEE WELFARE MANAGEMENT PRACTICE AND JOB SATISFACTION: A CONCEPTUAL REVIEW

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Abstract

The drive concerning overcoming low production and improving on organizational performance has been in the forefront of managerial objectives as managers make great effort to meet the demands of stakeholders. Employees' welfare management are the measures of stimulating job efficiency of employees in organizations. This paper reviewed relevant Literatures on the topic in relations to welfare measures provided by employers which have immediate impact on overall job satisfaction of the workers and thereby contributing to the higher productivity. The basic propose of employee welfare is to enrich the life of employees and to keep them happy on the job. Welfare measures or dimensions as used in this conceptual study and provided by the employer to extend certain benefits to employees are mental and emotional support, sense of purpose, personal support, financial health and meaningful connections. The review of over fifty related articles on welfare management practice however show that the employees' welfare measures and its impact on employee' job have positive impact on employees' satisfaction and productivity. The researcher therefore recommends that government and organizations alike should gear efforts in providing such welfare programs and efforts that can help boost employee' morale so as to accomplish the organizational goals effectively and efficiently.

Keywords: Employees, Welfare Management, Practice, Job Satisfaction

1. Introduction

Every workplace thrives on the satisfaction of the employees. This is why organizations must consider employee welfare and management to ensure that all employees are happy, healthy, safe, and productive. Employee welfare refers to all aspects of a workplace environment that support the well-being of its staff. This includes physical safety, mental health, and stress-management programs. It also encompasses employee benefits such as health insurance, vacation time, retirement plans, and other support services. The main goal of employee welfare is to ensure that the workplace

is enjoyable and safe for everyone. When managed properly, it can lead to improved performance from staff members and a general boost in their morale. This, in turn, leads to higher productivity and better customer service.

Employees are the greatest asset that an organization can possess and they are pivotal to organizational effectiveness. Satisfied employees' contribute greatly to the attainment of organizational objective (Maimako & Bambale, 2016). How work is done is often more important than what is done, and we need to pay much more attention to how groups of welfare management policies and programs are adopted

and implemented as well as to the specific environments in which policy innovation is attempted (Ray & Marc, 2008). Employee management is based in the efficient utilization of employees in achieving two main goals within an organization (Aliyu, Abogunrin & Olusegun, 2017). The first goal is to effectively make use of the talents and abilities of employees to achieve the operational objectives that are the ultimate aim of the organization. Along with realizing the goals of the organization, Employee management also seeks to ensure that the individual employee is satisfied with both the working environment and the compensation and benefits that he or she receives. Thus, an organisation can achieve increased performance by following effective employee management practices that lead to motivated employees who will consistently perform well and have an inherent desire to improve, loyal to colleagues, and the company.

In today's world of global business competition, organizations are facing evolving challenges in form of optimization of human resource capital. Effective and efficient employee management practices are considered as good source of sustainable competitive advantage. The accomplishment of an organization's objective is influenced by many factors but the key factor among such factors is its employees. Employees play a very important role in the achievement of organizational objectives by maximizing employee's satisfaction. If the employees of an organization are satisfied with their jobs, the organization can achieve its goals very forthrightly. In any organization employee management practices focuses on optimal utilization and management of staff effectively in order to achieve maximum output. Managing people is concerned with deciding approaches and strategies to find alternatives of how to achieve organization goals. Any organisation without strong and effective employee management practices on ground is ought to undergo serious problems during their routine work (Aliyu, Abogunrin & Olusegun, 2017).

Employee welfare is an area of social welfare conceptually and operationally. It covers a broad field and connotes a state of wellbeing, happiness, satisfaction, conservation and development of human resources and also helps to motivation of employee. The basic propose of employee welfare is to enrich the life of employees and to keep them happy and conducted. Welfare measures require the employer to extend certain benefits to employees in addition to wages or salaries.

According to Tiwari (2014), health, safety and welfare are the measures of promoting the efficiency of employee. The various welfare measures provided by the

employer will have immediate impact on the health, physical and mental efficiency alertness, morale and overall efficiency of the worker and thereby contributing to the higher productivity. Some of the facilities and services which fall within the preview of employee welfare include adequate canteen facilities, accommodation arrangements, and recreational facilities, medical facilities transportation facilities for traveling from and to the place of work. Employee welfare covers an ample field and connotes a state of wellbeing, happiness, satisfaction, protection and enlargement of human resources and also helps to motivation and satisfaction of workers. The fundamental propose of employees welfare is to enrich the life of employees and to remain them joyful and conducted that helps to development of organization. It is based on the foregoing that this study investigates the employees' welfare management practices on employees' job satisfaction.

2. Literature Review

2.1 Conceptual Issues

Job Satisfaction: Job satisfaction is often defined as feelings or attitudes about one's job or job experiences (Locke, 1976). In other words, it is an individual level factor reflecting one's affects and emotions towards his or her job. Job satisfaction continues to be one of the most studied job attitudes in Industrial and Organizational Psychology (Taheri, Miah & Kamaruzzaman, 2020). Academics and practitioners alike have recognized the worth of job satisfaction, given its usefulness in predicting vital organizational effectiveness outcomes (Yong, Yusliza, & Fawehinmi, 2020).

2.2 Employee Welfare Management and Employee Job Satisfaction

According to Bandara, Abdeen, Disaratna and Perera (2022) who conducted a study on Employee welfare and job satisfaction in the Sri Lankan hotel industry. The study investigated the impact of welfare facilities provided by the Sri Lankan hotels, on employee job satisfaction. Mixed methods research approach consisting of a questionnaire survey and a series of interviews were used in the study. The questionnaire was distributed among 120 non-executive employees

working in six five-star hotels located in Colombo City. The response rate was 66%. The collected quantitative data were analysed using Relative Importance Index, Correlation Coefficient, and t-test, while the collected qualitative data were analysed using content analysis. The study findings are an eye-opener to the Sri Lankan hotel industry because they reveal that only 47.5% of the non-executive employees of the industry were satisfied with the welfare facilities provided to them. The study proposed several strategies to uplift the standard of the employee welfare facilities provided in the hotel industry. The study contributes to policy; theory and practice by presenting the current level of employee job satisfaction and the strategies that will uplift the satisfaction level.

Again Almeida and Perera focuses on discussing the impact of welfare facilities on job satisfaction of the non-managerial employees in the apparel sector in Sri Lanka. The main objective of this study is to identify the impact of welfare facilities on job satisfaction of the non-managerial employees in the apparel sector in Sri Lanka. The research problem of this study was to know if welfare facilities impact on job satisfaction of the non-managerial employees in the organization. The data were collected from a randomly selected sample of 138 non-managerial employees in two large scale garments in Sri Lanka and used a structured questionnaire, which indicated the statements of welfare facilities and job satisfaction with 5 points Likert scale. Data was analyzed using univariate, correlation and regression analysis with the SPSS (16.0 versions). The finding of the study is that the independent variable welfare facilities are positively correlated with the dependent variable job satisfaction of non-managerial employees in two large scale apparel companies in Sri Lanka. It is concluded that there was a strong positive relationship between two variables welfare facilities and job satisfaction. Improving awareness programmes for welfare schemes, employee consultation for future welfare improvements were presented as recommendation. In the same vein, Nielsen, Ogbonnaya, Käsälä, Saari and Isaksson (2017) viewed that organisations are becoming increasingly aware of the importance of employees in gaining and maintaining competitive advantage. The

happy worker-productive worker thesis suggests that workers who experience high levels of well-being also perform well and vice versa; however, organisations need to know how to ensure such happy, satisfied and productive workers. Their review and meta-analysis identifies workplace resources at the individual, the group, the leader, and the organisational levels that are related to employee well-being, job satisfaction and organizational performance. We examine which types of resources are most important in predicting both employee well-being and performance. We identified 84 quantitative studies published in print and online from 2003 to November 2015. Resources at any of the four levels were related to both employee well-being and performance. We found no significant differences in employee well-being, job satisfaction and organisational performance between the four levels of workplace resources, suggesting that interventions may focus on any of these levels. Cross-sectional studies showed stronger relationships with well-being and performance than longitudinal studies. Studies using objective performance ratings provided weaker relationships between resources and performance than self-rated and leader/third-party-rated studies.

2.3 Dimensions of Employees' Welfare and Job Satisfaction

Kurniawaty, Ramly and Ramlawati, (2019) by creating a climate of mental support, purpose, financial health, and meaningful connections, business leaders can provide a foundation for positive well-being that allows employees to flourish. Employee experience is influenced by many factors, but five are key for creating the climate necessary for positive employee well-being:

2.3.1 Mental and Emotional support

Emotional support is showing care and compassion for another person (Siu, Cheung & Lui, 2015). It can be verbal or nonverbal. It may include actions such as helping a person call a therapist or giving a hug to a crying friend. Emotional support can help a person cope with their emotions and experiences and show them that they are not alone. This relates to the feelings and

experiences that build and sustain positive mental energy. When employees have good mental and emotional support, they are more likely to have what psychologists call “positive attribution” or “optimistic attribution” style. Positive attribution can build optimism, energy, hope, and confidence in people, which builds what is known as psychological capital (Siu, Cheung & Lui, 2015). Positive mental energy can greatly influence an individual’s outlook and perception of their surroundings or workplace. An individual who experiences strong mental and emotional support can better manage workplace stress and anxiety.

Kwok, Cheng and Wong, (2015) examine the mediating role of positive psychological capital (PsyCap), namely, hope, optimism, self-efficacy and resilience, on the relationship between family emotional support and job satisfaction among Chinese white-collar workers. Their study recruited 227 white-collar workers in Hong Kong, China. A cross-sectional survey was conducted to assess the relationship among PsyCap, family emotional support and job satisfaction. Among the four PsyCap constructs, hope, optimism and self-efficacy were significantly associated with job satisfaction. Family emotional support was also significantly related to job satisfaction. However, the effect of family emotional support on job satisfaction was mediated by optimism and self-efficacy. Family emotional support positively influenced one’s levels of optimism and self-efficacy, which in turn led to greater job satisfaction. Their findings provide evidence of the impact of family emotional support and personal PsyCap on job satisfaction, as well as the mediating roles of optimism and self-efficacy. It also sheds light on the possible application of ecological and positive psychological concepts to enhance workers’ job satisfaction so as to improve their welfare.

2.3.2 Sense of purpose and Job Satisfaction

Having a sense of purpose is related to having the intention to accomplish something that is meaningful to you and makes a positive difference to others (Belwalkar, Vohra & Pandey, 2018). A sense of purpose comes from experiencing three things at work (i.e. Fulfillment, Meaning and Progress). Having a strong

sense of purpose has been linked to higher resilience and more favorable views of employers. Aligning an individual’s role with the organization’s mission, or identifying tasks as critical, can foster a higher sense of purpose or fulfillment. An organisation’s purpose is based on why the organisation exists beyond making a profit, and it directly impacts how its employees behave and think. Clearly communicating the organisation's purpose helps bring clarity to the organisational culture, making its values and beliefs more tangible.

Jena, L. K. (2022) investigates the relationships between workplace spirituality, job satisfaction and organizational citizenship behaviors (OCBs). They examined the relationship between the three workplace spirituality components – meaning and purpose in work, recognition of an inner life or spirit and interconnectedness with OCBs, mediated by the job satisfaction experienced by the employees, in the context of an Indian private sector bank. A sample consisting of 613 banking employees is studied. The results provide considerable support for all except one of the hypothesized relationships between workplace spirituality components and OCBs. Workplace spirituality components also all led to job satisfaction in employees, and job satisfaction tested positive for a relationship with OCBs. This study can provide significant inputs to promote managerial effectiveness and change management, leadership and holistic performance and growth of organizations, through environments that promote workplace spirituality.

2.2.3 Personal support and Job Satisfaction

Personal care supports relate to assistance with daily personal activities including assistance with, or supervision of, personal tasks of daily life (Athey, Leslie, Briggs, Park, Falk, Pericak, & Greene, 2016).. Working with others – especially managers – who create a safe, trusting, and respectful atmosphere can be an important predictor of employee well-being. Employees with high levels of workplace flexibility and job control, as well as the resources to accomplish their goals, have evidence of personal support. Managers can also demonstrate support through employee development and

career growth opportunities (Athey, Leslie, Briggs, Park, Falk, Pericak, & Greene, 2016).

Barken, Denton, Sayin, Brookman, Davies and Zeytinoglu, (2018) using survey data collected in Ontario, Canada, explored the impacts of autonomy on community-based Personal Support Workers' intrinsic job satisfaction, capacity to care for and about clients, and intention to continue working in home care. Autonomy was measured as "freedom to decide how to do your job" and "working on your own." Findings show that freedom to do your job and working on your own are both positively associated with job satisfaction and capacity to care, and indirectly increase intention to stay through their relationships with job satisfaction and capacity to care. The researchers suggested that policies should allow personal support workers to make decisions about how to do their job within the care plans provided, to facilitate retention of this highly needed workforce.

2.3.4 Financial Health and Job Satisfaction

Financial health or wellbeing is the extent to which a person or family can smoothly manage their current financial obligations and have confidence in their financial future (Merga & Fufa, 2019). Financial inclusion is important—and the global community has made tremendous progress bringing people into the formal financial system over the last decade. Access to finance should effectively address people's needs and result in positive outcomes that enhance their financial health. Financial health refers to a person's state of finances over time—from short-term daily financial obligations and resilience against shocks, to an ability to reach long-term goals as well as feel secure and in control of their finances. When employees lack adequate financial resources, anxiety and fear can affect their outlook. While some might argue that people are never satisfied with their compensation, it is important that employees earn enough to feel financially stable and capable of living freely. Financial dissatisfaction can also arise when there is inequity in a workplace's compensation practices. This highlights the importance of equal pay and promotion practices. According to (Merga & Fufa, 2019) financial health – or wellbeing – is an

emerging concept that addresses the financial side of individuals' and families' ability to thrive in society. Although the distinct study of financial health is relatively new, people all over the world have long been striving to be financially healthy, and the pursuit of financial health is an important part of many everyday lives. Good financial health is a source of pride and wellbeing, while poor health generates stress, often serious stress. Thus, financial health of an employee is when he/she have what they need every day or when they have no debt, that's when they are healthy. It is when an individual or organization pay his or its bills and have money left over. Financial health has been associated with higher labor productivity, better physical health and other benefits.

Lasebikan, Ede, Lasebikan, Anyaehie, Oguzie and Chukwujindu (2020) added that policymakers and financial services providers around the world are increasingly using the concept of financial health to focus attention on how financial and related services can contribute to the wellbeing of individuals and societies. They are measuring financial health and incorporating their findings into policies and programs. While in many countries this work is still in its early stages, those experienced in using the financial health concept have found that measuring it provides fresh insights beyond standard socioeconomic indicators. Financial health can be a lens for designing financial policies, as well as policies related to social protection and employment, and in all these areas it can also serve as a tool for evaluating progress. The concept can be useful for examining a person's ability to reach long term goals and a society's ability to achieve outcomes. Findings of their study revealed a relatively low level of job satisfaction among the staff of NOHE especially with regards to financial remuneration, working conditions, tools and infrastructure, learning and training opportunities/sponsorship, leadership style, and welfare packages with increasing dissatisfaction in that order. However, the average staff is satisfied with the performance appraisal system as regards promotion.

2.3.5 Meaningful connections

Supportive social relationships can be associated with lower stress levels. Having meaningful and caring relationships with co-workers and leaders is an integral part of the work experience, especially when they support personal needs. An environment of equity and inclusion is also necessary to create psychological safety and teamwork, which can foster a sense of belonging. There is a growing urgency to address employee well-being because of how it will impact the future workplace. By focusing on one or more of these areas, your company can build toward a healthier workplace and better employee retention.

3. Theoretical Framework

3.1 Functional Theory of Labour Welfare

Also called “Efficiency Theory” this theory states that a completely mentally and physically satisfied worker is the most efficient. Employee welfare is seen as a means to keep industrial workers contented so they may work effectively and efficiently. This theory added that, welfare work is used as a means to secure, preserve and develop the efficiency and productivity of labour. This theory suggests that welfare work can be used as a means of securing, preserving and developing the efficiency and productivity of labor (Manju and Mishra, 2007). Therefore, if an employer takes good care of his

work force, they will tend to be more efficient by improving production and that program for housing, education, training, provision of balanced diet and family planning measures are important for labour welfare as they increase job satisfaction and the efficiency of workers in underdeveloped countries. The theory is helpful in understanding the characteristics of labour force as reflected on the contemporary support for labour and it worked well if the employer and employees have the same goal of achieving higher production through job satisfaction and better welfare. Hence, this theory is adopted in the study since welfare services affect employee’s performance of any labour force. It is clear that if an employer takes good care of his workers, they will tend to become more satisfied and efficient at work.

3.2 Conceptual Framework

A large amount of studies has already been made to grasp the role of the working facilities. Over time it gains more importance to study the impact of working facilities with job satisfaction. The study implies that job satisfaction depends largely on the physical condition of the working facilities when directly related to employee management practices employed by the organization.

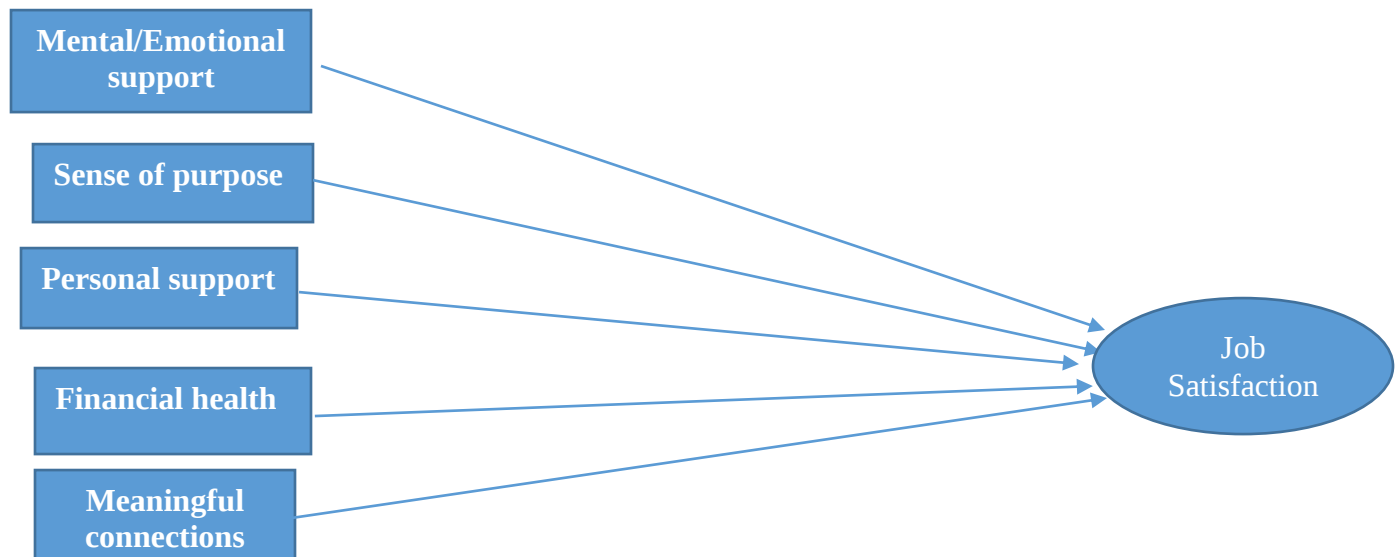


Fig. I. Conceptual Framework of the Study developed by the researchers

4. Conclusion and Recommendations

The effect of employee welfare management on employees' job satisfaction as discussed in this study is enormous and cannot be snubbed. The issue of employees' low efficiency has been and is still unfavorable to organizational growth in particular and societal development at large. So, any effort towards boosting employees' job satisfaction and performance is at the forefront of management objectives. This study reviewed over fifty various researches on the relationship between welfare management practices and employees job satisfaction. However, most of those researches have ended up misinterpreting the concepts. This paper, in its conceptual approach has used the Functional Theory of Labour Welfare as underpinning theory adopted. By reviewing empirical literatures the study finds that many research reports agrees that a significant relationship exist between employees' welfare management practices and job satisfaction. Nevertheless, this paper from its findings, took an inferential stand, drawing from the tenets of functional

theory of labour welfare and established relationship between the variables and concluded that there is a significant relationship between employees' management practices and employee job satisfaction.

The following recommendations are proffered:

- i. . The managers should understand the importance of their in achieving organizational objectives by making adequate provision as regards welfare management in their organisation.
- ii. Let the employers follow the tenets of functional theory of labour welfare by means of keeping industrial workers contented so they may work effectively and efficiently so as to secure, preserve and develop the efficiency and productivity of labour.
- iii. Finally, it is also necessary for the staff to know that they deserve their welfare. When the staff are aware of what is due to them as welfare package, they can press for it and peacefully get it.

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