



**Staff Welfare and Employees Performance in Zenith Bank Branches,  
Abuja Municipal Area Council (AMAC) of the Federal Capital Territory,  
Nigeria**

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**Abstract**

*Staff welfare packages enhance staff and organizational productivity. Staff welfare can be in tangible and intangible forms including medical insurance, accommodation, and transportation, among others. Despite the benefits of staff welfare over the year, some organizations are yet to adopt and promote them to enhance employee wellbeing and efficiency. This study seeks to understand the effects of staff welfare benefits on employee performance. The major objective of this study is to examine the effect of staff welfare on the performance of employees in Zenith Bank branches in the Abuja Municipal Area Council (AMAC), Federal Capital Territory (FCT) of Nigeria. In line with the study objectives, two hypotheses were formulated. Data was collected through questionnaires and analyzed using descriptive statistics, correlation and multiple regression techniques on excel sheet and SPSS software respectively. The population for this study was three hundred and eighty-four (384). Findings from the study showed that monetary welfare benefits have positive and significant effects on employees' performance in Zenith Bank branches in Abuja Municipal Area Council, FCT. It was also found that non-monetary welfare benefits have positive but insignificant effect on employee performance in Zenith Bank branches in Abuja Municipal Area Council, FCT.*



The study concluded that monetary welfare benefits have a positive and significant effect on employee's performance while non-monetary welfare benefits have a positive and insignificant effect on employee's performance in Zenith Bank branches in Abuja Municipal Area Council, FCT. The following were recommended: early salary payment and wages to employees; organizations should make available other financial motivators as they have proven to be crucial in maximizing employee's performance; employers should be more strategic and incorporate non-monetary welfare benefits such as housing schemes, health insurance, and flexible working hours and healthy staff welfare policies to give the employees a sense of belonging.

**Keywords:** Staff Welfare; Monetary Welfare Benefits; Non-Monetary Welfare Benefits; Employees Performance; Social Exchange Theory; Zenith Bank

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#### **Introduction**

In contemporary society, human resource managers play pivotal roles in the operational and proficient supervision of employees as critical stakeholders in an organization. Salary packages and other non-pay benefits (including accommodation, transportation, health, retirement and other social welfare benefits) specified in the job advertorials of an institution are among the motivating factors for individuals who join certain institutions. According to Ekere & Amah (2014), an organization's workforce expects its management to show interest and commitment to their welfare as an incentive for their diligence and contributions to organizational progress.

Employees' welfare refers to action(s) by an employer to improve the lives and welfare of the personnel (Abu, 2016). Key elements of staff welfare include training, free medical treatment, protection against occupational hazards, provision of traveling allowances, monetary incentives, recreational facilities, training and retraining, prompt payment of salaries, bonus and convenience (Itodo & Abang, 2018). In recent times, employee welfare includes a wide-range of undertakings by the management aimed to provide its personnel with



remunerations, better amenities and effective services (Waititu et al., 2017). Both employers and the employees worry about staff welfare and other aspects of human resource management. While employees want the implementation of good and improved staff-friendly welfare policies that reflect in the organization's strategic plan, employers want optimum performance from their employees.

From extant literature, similar measures have been adapted to proxy staff's welfare, but there is no consensus as to the basic classification of staff welfare probably due to the variations in the sectors (private or public) in which the studies were carried out. These measures include pension and special allowances, reimbursement and indemnification, training and development, staff referral scheme, rent subsidy, transportation allowances, hazard allowances, promotion along with increment, capacity building programs, soft loan, legal aid, recreational facilities, health care scheme, number of hours per day at work, number of days in leave, social security, and housing schemes. Consequently, this study adopts the classification of staff welfare postulated by Makanjuola et al (2021) which incorporate similar and more comprehensive measures that have been used by other similar studies already conducted. They classified staff welfare packages into financial and non-financial packages. Financial packages include allowances for official expedition and guesthouse lodging, local and international transportation and mileages, wardrobe/dressing, local training, resettlement and insurance Schemes. Non-Financial packages include employee referral scheme, flexible work schedules, and non-salaried leave (annual, proportionate, casual, sick, and study).

According to Gemba (2017), employee's welfare practice enhances the efficiency and work conditions of the personnel in an organization. Workers are more inspired, productive and efficient when their needs and desires are properly addressed by the organization (Agusioma et al., 2019). Other factors that contribute to employee performance include unbiased recompenses, staff engagement in decision-making, professional skills enhancement, wellbeing and security, and objective human resource management guidelines. Employees' satisfaction with the fairness of their welfare packages will be more disposed to perform their jobs effectively (Kuria, 2012). It is therefore necessary to enhance labour conditions through strengthening personnel abilities, providing relevant resources, enabling workplace settings, and other common benefits (Eze, 2013).



### **Statement of the Problem**

Acquiring, building and retaining employees of high productive level have been a challenging factor to most organizations due to employees' desire for better working conditions and improved standards of living. Considering the harsh economic environment, most organizations have not been able to effectively maximize the opportunities of attaching much value to their employees as a very important asset, thereby resulting in difficulties in or neglecting the proper formulation, implementation and evaluation of employees' welfare programs for a productive performance.

Employees' performance should be the desire of every organization regardless if its private or public nature provided it has goals and objectives which it intends to attain. According to Muruu et al (2016), dearth of well-being packages can affect the overall performance of personnel; that is, low level of employee performance will lead to poor service delivery as well as low productive level.

Zenith Bank Branches in the Federal Capital Territory (FCT) of Nigeria have over the past four years adopted a number of employee welfare programmes geared towards enhancing the efficiency of its employees; however, this has not been successful as employee productivity level is still low. This study therefore intends to explore some of the aforementioned staff welfare packages that have not been fully adopted and implemented by Zenith Bank Branches in the Abuja Municipal Area Council (AMAC) of the Federal Capital Territory (FCT), and how this affects performance of its staff.

In the past, few empirical researches were conducted effects of employee prosperity on performance of staff; this includes Akintoye, & Ofobruku, (2022), Makanjuola et al., (2021), and Munywoki & Kariuki (2020) whose studies focused mainly on different government institutions, businesses and banks. However, there is no known study conducted on Zenith Bank Branches in AMAC, nor has any study adopted the variables advanced in this study. Consequently, this study intends to fill these gaps (institutional, geographical, knowledge and time gap) already identified.

### **Research Questions**

- i. What effect does monetary welfare benefit have on employees' performance in Zenith Bank branches in AMAC, FCT?

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- ii. How does non-monetary welfare benefit affect employees' performance in Zenith Bank branches in AMAC, FCT?

### **Research Objectives**

This study's principal objective is to observe the effects of staff welfare on the performance of employees from selected Zenith Bank branches in AMAC, FCT. The specific objectives are:

- i. To assess the effects of monetary welfare benefit on employees' performance in Zenith Bank branches in AMAC, FCT.
- ii. To determine the effects of non-monetary welfare benefit on employees' performance in Zenith Bank branches in AMAC, FCT.

### **Research Hypotheses**

**Ho<sub>1</sub>:** There is no significant relationship between monetary welfare benefit and employee performance in Zenith Bank branches in AMAC, FCT.

**Ho<sub>2</sub>:** There is no significant relationship between non-monetary welfare benefit and employee performance in Zenith Bank branches in AMAC, FCT.

### **Scope of the Study**

This study is focused on financial welfare and non-financial welfare benefits as proxies for staff welfare, and effectiveness and efficiency as proxies for employee performance.

The study population is limited to personnel of the Zenith Bank branches in the Abuja Municipal Area Council (AMAC), FCT based on the role they play in achieving organizational goals..

The study draws from a time-series statistics of nine years from 2015-2023 bearing in mind the economic turbulence triggered by COVID-19 pandemic and how banks had to promote the well-being of their staff.

### **Conceptual Framework**

*Staff Welfare*

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Staffs are individuals that formally accepted to work for an organization in exchange for compensation; such payment includes earnings, remunerations, commissions and piece-rates (Employment New Zealand, 2018). Chantal (2015) conceptualized staff of employee welfare as level of wages and salaries, social benefits offered to employees, Health Care schemes, number of hours per day at work, number of days of employees in leave period, among others. Staff welfare can be in a tangible form and even be in an intangible form, it can be medical insurance, housing, or transport, among others. Staff welfare refers to a procedure for ascertaining and recognizing the place of personnel in the social order and establishing mechanisms for their motivation and retention (Rao, 2017).

Staff welfare also includes actions undertaken to provide comfort and improve the lives of workers beyond the stipulated salaries (Makanjuola et al., 2021). Staff welfare includes safeguarding the workplace, providing basic healthcare facilities, and providing insurance coverage against infections, accidents for staff and family members. According to Ijeoma (2018), most workers define noble businesses as those that provide stable jobs and decent work environments, nice remunerations, additional benefits and other incentives for staff development. Staff welfare schemes also enhance work relationships and provide job satisfaction for employees beyond their salaries (Choudhary, 2017).

### **Monetary Welfare Benefits**

Monetary benefits or motivations refer to tangible motivations or reward given to a worker in monetary form (Quadri, 2019). Direct compensation is the financial reward given by an organization to the staff for services delivered. It also refers to financial paybacks for specific periods: hourly, weekly, monthly, or yearly (Kappel, 2012; Mwangi, 2014). Ruby (2012) defined it as a psychosomatic power which regulates an individual's conduct in an institution.

Organizations that regularly pay wages and salaries often motivate their employees thereby indicating that remuneration policies influence employee performance (Waititu et al., 2017). Working compensation or monetary welfare benefits include all benefits that are closely related to financial benefits earlier discussed in the previous section. Some institutions provide leave allowances as additional benefits to meet certain needs of workers during their holiday. Such leave allowances for staff include paid annual leave, paid study leave, paid family leave, among others. Training and



development, grant, and education fees benefits and financial assistance are among other monetary welfare benefits.

Annual leave is a legitimate privilege for a worker. Averagely, workers can take annual leaves within a period of four to seven working weeks, and are eligible to full compensations throughout such leaves. Also, workers are permitted by law to go on leave during public holidays particularly those observed by Nigeria such as Christmas and Sallah holidays, Easter Monday, workers day, democracy day, among others (Okumbe, 2010). It may be referred to the total benefits closely related to monetary benefits which an employee enjoys as a result of employee employer relationship, these include; pension, commission, gratuity, amongst others.

### **Non-Monetary Welfare Benefits**

Non-financial welfare benefits refer to benefits accrued to or enjoyed by employees from the employer which do not directly translate to monetary remuneration. The benefits include; employee referral scheme, flexible work schedules, unpaid leave, among others. According to Mathauer and Imhoff (2016), non-financial packages refer to enticements that have no direct involvement with finance, transmission of financial values or equivalents. They are necessary for increasing staff enthusiasm, career gratification and productivity (Franco, Bennett, Kanfer & Stubblebine, 2014). Incentives are used to inspire workers to perform their duties as aligned with organizational mandate. Incentives comprise methods and procedures for enduring an effective reward management system within an organization (Anku & Amewugah, 2018).

### **Employees Performance**

Performance is the act of executing an assignment, job or obligation (Durga, 2017). Employee performance refers to how effective an employee is in performing the job functions towards achieving desired goals. Zhuwao (2017) defined staff performance as the fruitful conclusion of responsibilities by a worker. It is the efficient and effective utilization of accessible resources in a dynamic workplace (Krishnan & Scullion, 2017). Therefore, employees' productivity which is concerned with output, productivity and efficacy of workers are central in measurement employee performance in this study.

Most organizations promote wellbeing packages as a tactic to enhance inculcate philanthropic ideologies, and enhance staff efficiency and commitment to the organization (Chaubey & Rawat,

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2016). While Sila (2014) identified negative factors that affect staff performance in the workplace, Bharathi & Padmaja (2018) argued that regardless of perceived challenges, organizations should always prioritize the welfare of their personnel because it will incentivize the latter to be more productive. Staff productivity may be assessed through employee dedication, staff and client happiness, qualitative and quantitative service, and minimal staff turnover (Mollel, Mulongo & Razia, 2017; Manumbu, 2015). Employee performance refers to staff behaviour and assignment completion within the work environment.

This study discusses employees' performance in relation to productivity (efficiency, effectiveness and output) and job commitment which often result to job satisfaction. The primary antecedent of employee performance is the ability to discharge the duty in a productive and efficient manner. Employee performance largely depends on a worker's disposition and readiness to perform assigned tasks (Motowidlo & Harrison, 2013). Staff productivity has gained traction in academic and global discourses particularly as most organizations thrive towards achieving optimum results (Ojo, 2012; Manjunatha & Renukamurthy, 2017). A variety of factors impact on staff productivity; they include private disputes, appropriateness of the work, passion to excel, operational circumstances, professional development and feedback on performance.

### **Empirical Review**

Waititu, Kihara & Senaji (2017) examined effects of staff wellbeing programmes on staff productivity in Kenya Railways Corporation using the descriptive research method. The survey forms were administered to academic and administrative staff of Kenya Railways Corporation. It was found that the five study variables of employee welfare programmes (occupational health; succession plans; training and development; employee referral scheme and remuneration policies) have an effect on employee performance in the Corporation. Using regression model, it was found that remuneration policies had strong positive influence while occupational health had a weak positive influence on employee performance in the Corporation. Training and development had a weak positive influence whereas employee referral scheme had a weak negative influence. Succession plan had the least weak and negative influence on employee performance in the Corporation. It was therefore recommended that the Corporation should adopt remuneration policies, occupational health and training and development programmes to enhance their employee productivity.

Michael (2019) used case study research design to examine the impact of welfare programmes on staff productivity in Ludewa District Council. The study aimed to identify the variety of welfare programmes given to staff, key challenges and the impact of programmes on staff performance at Ludewa District Council. It was found that there are accessible welfare benefits in the Council which have significant influence on employees such as compensation, wellbeing and security, increased wages, work security, transportation and housing allowances, educational promotion, refreshment, burial and other services. The effects are improved staff confidence, work commitment and productivity. It was recommended that government should allocate substantial funding to boost staff productivity.

Otieno (2020) evaluated the effect of employee welfare on their performance using descriptive analysis. 65 of the 88 employees selected from the four branches were surveyed. The study showed that there was a strong positive and significant correlation between transportation and employee performance which serve as an incentive for staff productivity. Also, a positive and significant correlation exists between infrastructure and employee performance whereas accommodation and employment performance have an insignificant positive correlation. The paper recommended the prioritization of staff transport and amenities to improve staff productivity in the organization.

Alam et al (2020) using the quantitative method, studied the connection between staff salaries, remunerations, amenities, incentives and performance. 500 samples were collected from the target population through a systematic probability sampling technique, and analyzed using Smart-PLS model. It was found that a statistically significant effect exists between salaries and staff performance while welfare services have a significant positive relationship with employee performance. Key recommendations include efficient remunerations and adequate amenities for staff to incentivize them to work harder.

Casmir (2015) examined staff welfare and organizational performance in United Bank of Africa (UBA) and Diamond Bank Plc, Nsukka from 2009 to 2015 using primary and secondary data, and Federic Herzberg Motivation-Hygiene theory. 120 of the 125 survey forms administered to staff of UBA and Diamond Banks in Nsukka, Enugu State. It was found that poor job security, reduced staff welfare and poor relationships among staff and leaders of both banks affected their performance. It was therefore recommended that both banks should

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prioritize staff benefits and job security to improve their overall performance in the future.

### **Theoretical Framework**

#### *Equity Theory*

Adams (1965) proposed the equity theory based on the give-and-take correlation where individuals give something (inputs) and expect something in return (outcomes). A social exchange is deemed equitable or inequitable based on a person's view of the connection between the inputs and outcomes. According to Pritchard (1969), a state of perceived equity occurs when a person identifies that the inputs are balanced with the outcomes or when others inputs are balanced with others outcomes. A feeling of inequity occurs both when an individual's efforts are high and the salary is low while efforts and salaries of others are high, and where the individual's efforts are low and the salary is high while the efforts and salaries of others are low.

Expounding the equity theory, Adams (1965) proposed that an individual who is paid more than deserved will accomplish greater qualitative or quantitative results. Applying the equity theory in this study requires an understanding that organizations can take full advantage of the probability of equitable behaviour if they promote an effective system for the equitable distribution of resources among its personnel. According to Adams & Walster (1973), organizations can compensate personnel that behave equitably towards other staff and penalize staff who behave in an unfair manner.

If the personnel believe that their efforts (inputs) and level of outputs are adequately rewarded by the organization, they will perform at their optimum level as a contribution to the organization's growth. However, they will perform poorly if they believe that their inputs and outputs are not properly appreciated by the organization. This will affect the working relationships between the organization and the staff (Susanne, 2011).

Building on the equity theory, this study hinges on the social exchange theory which stipulates that workers display both optimistic and undesirable behaviour in response to their employer's treatment. A strong social exchange connection between the organization and its personnel that prioritizes overall staff benefits and integrates financial and non-financial packages will enhance workplace relationships



among the staff and promote staff fulfillment, zeal, mutual trust and productivity.

**Methodology**

This study used the quantitative (survey) research method. The population comprises 384 staff of the sixteen branches of Zenith Bank in Abuja Municipal Area Council, FCT. It was not necessary to use the Taro Yamane formula to decrease total population to a manageable size since it is below 400 employees. A close-ended questionnaire was designed on a five point Likert scale for the data collection. Descriptive statistics, correlation analysis and multiple linear regression models were used to determine the fitness of the model, and the cause and effect of the variables under consideration. The statistical package for social sciences (SPSS) version 28 was used to analyse the 348 retrieved and valid questionnaires.

**Model Specification**

To measure the relationship between the dependent and independent variables, linear regression models were used to test the hypotheses earlier formulated.

$$Y = a + bx + e \dots\dots\dots (i)$$

$$EPr = \beta_0 + \beta_1 MW + \beta_2 NMW + e \dots\dots\dots (ii)$$

**Where:**

- EPr = Employee Productivity (Dependent Variable)
- SW = Staff Welfare (Independent Variables)
- MW= Monetary welfare benefit
- NMW = Non-monetary welfare benefit
- β = Coefficient
- E = Error term

**Data Analysis and Result**

**Table 1:** Descriptive Statistics

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
EP	348	1.00	5.00	3.7613	1.17294

MW	348	1.00	5.00	3.8715	1.83089
NMW	348	1.00	5.00	3.8545	1.19475
Valid (listwise)	N 348				

**Source:** SPSS Output, version 28.

**Table 1** above highlights the mean, minimum, maximum, and standard deviation for the study variables. The table also provides the ranges for the variables. Specifically, Employee Productivity (EP) has a minimal value of (1.00), maximal value of (5.0) on average, a mean value of (3.7613), and a standard deviation value of (1.17294). Monetary Welfare (MW) has a minimal value of (1.00), maximal value of (5.00), an average mean value of (3.8715), and a standard deviation value of (1.83089) whereas the Non-Monetary Welfare (NMW) has a minimal value of (4.00), maximal value of (5.00) on average, mean of (3.8545), and a standard deviation of (1.19475). It can be observed that employee performance (EP) has the least standard deviation of (1.17294) showing its highest contribution to the model while other variables have higher standard deviation showing their lowest contribution to the model.

**Correlation**

**Table 2** below shows the correlation results on the Employee Performance (EP), Monetary Welfare (MW), and Non-Monetary Welfare (NMW). It provides the degree of correlation and direction of the relationship. The correlation result is shown below.

**Table 2:** Correlation Analysis for the Variables

**Correlations**

		EP	MW	NMW
EP	Pearson Correlation	1	.708**	-.050
	Sig. (2-tailed)		.000	.510
	N	348	348	348
<b>MW</b>	Pearson Correlation	.708**	1	.042
	Sig. (2-tailed)	.000		.575

	N	348	348	348
<b>NMW</b>	Pearson Correlation	-.050	.042	1
	Sig. (2-tailed)	.510	.575	
	N	348	348	348

\*\* . Correlation is significant at the 0.05 level (2-tailed).

**Source:** SPSS Output version 28.

**Table 2** shows the strong positive relationship which exists between Monetary Welfare and Employee Performance at 1% level of significance with correlation co-efficient of 0.708 thereby indicating the strong positive relationship between Monetary Welfare and employee performance. Also, there is a strong negative relationship between Non-Monetary Welfare and Employee performance at 5% level of significance with correlation co-efficient of (-0.50) thereby indicating that Non-Monetary Welfare has a strong negative connection with staff performance in Zenith Bank branches in AMAC, FCT.

**Regression Analysis Results**

The regression results of staff welfare on employee performance for the years in review are presented below:

**Table 3:** Regression analysis Result

Summary		Model			
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.708 <sup>a</sup>	.501	.496		.84850

a. Predictors: (Constant), NMW, MW

b. Dependent Variable: EP

**Source:** SPSS Output version 28

**Table 4:** ANOVA

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	125.955	2	62.978	173.972	.000 <sup>b</sup>
	Residual	125.272	346	.362		
	Total	251.227	348			

a. Dependent Variable: EP

b. Predictors: (Constant), NMW, MW

Source: SPSS Output version 28.

**Table 5:** Coefficients<sup>a</sup>

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.969	.221		4.393	.000
	MW	.720	.055	.707	13.194	.000
	NMW	.001	.002	.020	.372	.711

a. Dependent Variable: EP

Source: SPSS Output version 28

**Decision Rule: 5% level of significance**

The model summary **Table 3** above shows the co-efficient of the regression R<sup>2</sup> with a value of (0.501) connoting that (50.1%) of the variance in EP can be explained by the Monetary Welfare and Non-Monetary Welfare. The remaining 0.49.9 (49.9%) can be expounded by other factors that are not indicated in the regression model.

Anova desk seen in **Table 4** above highlights the suitability of the model because the F-statistics value of (87.474) is substantial at 5% since the p-value (0.000) is lower than the 5% level of significance (0.000<0.01). This indicates that the model is suitable; therefore, the null hypotheses can be rejected, and it can be concluded that staff

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welfare has substantial impact on employee productivity in Zenith Bank branches in AMAC, FCT.

The co-efficient **Table 5** specifies that the co-efficient of the Monetary Welfare (0.720) is positively significant in improving the employees' productivity in Zenith Bank branches in AMAC, FCT.  $EP = 0.969 + 0.720\log\_MW$  shows that the Monetary Welfare will improve by 72% for every 1% increase in performance of Zenith Bank branches in AMAC, FCT. Also, the co-efficient of the Non-Monetary Welfare (0.001) is positive but insignificant in improving the employees' productivity in Zenith Bank branches in AMAC, FCT.  $EP = 0.969 + 0.001\log\_NMW$  shows that the Non-Monetary Welfare will improve by 0.1% for every 1% increase in the employees' performance of Zenith Bank branches in AMAC, FCT.

### **Test of Hypotheses**

Two hypotheses were tested and are discussed below.

#### **Test of Hypothesis One**

**H<sub>01</sub>:** There is no significant relationship between the monetary welfare benefit and the performance of employees in Zenith Bank branches in AMAC, FCT.

Results from the co-efficient **Table 5** indicates that the monetary welfare with a co-efficient value of (0.720) has an affirmative impact on employees performance since the p-value (0.000) is lower than the substantial value of (0.05) thereby indicating that monetary welfare has positive impact on employee performance in Zenith Bank branches in AMAC, FCT. Therefore, the study hereby accepts the alternative hypothesis that the monetary welfare has significant impact on employee performance in Zenith Bank Branches in AMAC, FCT. The null hypothesis is however, rejected.

#### **Test of Hypothesis Two**

**H<sub>02</sub>:** There is no significant relationship between the non-monetary welfare benefit and the performance of employees in Zenith Bank Branches in AMAC, FCT.

Results from the co-efficient **Table 5** indicates that the Non-Monetary Welfare with a co-efficient value of (0.001) and p-value (0.711) has an affirmative impact on employees performance but is statistically insignificant at (5%) because the p-value is higher than (0.05). This indicates that the Non-

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Monetary Welfare has not influenced staff performance in Zenith Bank branches in AMAC, FCT. Therefore, the study hereby accepts the null hypothesis that the Non-Monetary Welfare has no significant effect on employee performance in Zenith Bank branches in AMAC, FCT. The alternate hypothesis is however, rejected.

### **Discussion of Findings**

Staff welfare was found to have an impact on employee productivity in Zenith Bank branches in AMAC, FCT. Other findings are as follows:

- i. The first hypothesis discovered that monetary benefits positively and significantly affect employee performance in Zenith Bank branches in AMAC, FCT with a co-efficient of (0.720) and a p-value of (0.000), that is, lower than 5%. Hence, while the null hypothesis is not accepted, its alternative is accepted. This study aligns with key outcomes of Waititu, Kihara and Senaji, (2017) that remuneration policies positively and significantly impact employee performance, and Alam et al., (2020) about the positively significant relationship between monetary welfare such as wages and employee productivity.
- ii. Second hypothesis found out that the non-monetary welfare benefits has positive insignificant effect on employee productivity in Zenith Bank branches in AMAC, FCT with a coefficient of (0.001) and a p-value of (0.711) which is higher than 5%. Therefore, while the alternative hypothesis stands rejected, the null hypothesis is hereby accepted. The study aligns with key outcomes in Michael (2019) that non-monetary welfare programmes have no substantial effect on staff productivity, and Casmir (2015) that non-monetary benefits such as job security, lack of cordial relationship have no substantial effect on staff productivity. However, findings by Otienon (2020) indicated that housing schemes and transportation facilities serve as incentives for workers to achieve optimum results in the workplace.



## **Conclusion**

Employee welfare has effects on staff productivity in Zenith Bank branches in AMAC, FCT. Also, it was found that monetary welfare benefits positively and significantly impact employee performance in Zenith Bank branches in AMAC, FCT whereas non-monetary welfare benefits has an insignificant impact on staff productivity in Zenith Bank branches in AMAC, FCT.

As organizations seek better ways to improve productivity within the dynamic global economy, they need to prioritize staff welfare and other incentives geared towards effective human capital and organizational development. Staff welfare should be promoted as a strong communicator of organizational vision, strategies, and reward systems for both staff and management of an organization.

## **Recommendations**

The following recommendations were made for the management and staff of Zenith Bank branches in AMAC, FCT:

- i. All the Bank branches should endeavour to pay salary and wages as early as possible, and always make available other financial motivators as they have proven to be crucial in the maximum performance of employees.
- ii. All the Bank branches should be more strategic and incorporate non-financial welfare benefits including housing schemes, health insurance, and flexible work hours to allow them to effectively deliver in a more relaxed manner and enabling environment. Other strategies that enhance staff performance should be considered and introduced.

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