

EMPLOYEE WELFARE AND JOB PERFORMANCE AT ISA MUSTAPHA AGWAI I POLYTECHNIC, LAFIA

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ABSTRACT

This study examined the relationship between employee welfare conditions and job performance at Isa Mustapha Agwai I Polytechnic, Lafia, Nigeria. Despite theoretical consensus on welfare as a performance driver, empirical evidence isolating specific welfare components' influence on job performance in Nigerian polytechnics remains limited. Grounded in the Job Demands-Resources Model and Sen's capability approach, the research evaluated how promotion opportunities, long-service awards, retirement benefits, and working environment conditions relate to employee performance. A mixed-methods approach was adopted using a cross-sectional survey design with stratified sampling technique. From a population of 1,300 staff, a sample of 400 was determined using Taro Yamane's formula, achieving 375 valid responses. Data were collected through structured questionnaires and key informant interviews, analyzed using SPSS version 20.0 employing descriptive statistics and chi-square test for hypothesis testing. Results revealed significant positive relationships between all welfare conditions and job performance, with mean scores exceeding the 3.0 acceptance threshold. Working conditions and regular rewards demonstrated the strongest associations with performance ($M > 3.88$), followed by promotion opportunities and working environment ($M > 3.73$), while long-service awards and retirement benefits showed moderate but significant relationships ($M > 3.08$). Chi-square analysis ($\chi^2 = 193.07$, $p < 0.001$) confirmed a statistically significant relationship between working conditions and employee performance, rejecting the null hypothesis. The findings provide empirical evidence that strategic investments in employee welfare conditions constitute critical performance levers for institutional effectiveness in Nigerian polytechnics, with implications for policy prioritization and resource allocation in similar educational institutions.

Keywords: Employee Welfare, Job Performance, Promotion, Working Environment, Polytechnic

Introduction

Employee welfare conditions are empirically established as central to job performance, yet their precise configuration within Nigerian public technical institutions remains undertheorised and sparsely measured (Sen, 1999; Bakker & Demerouti, 2007). In settings where human capital is the institution's primary resource—such as polytechnics— inconsistencies in welfare provisioning directly shape motivation, discretionary effort, and organisational outcomes (Herzberg, 1959; Walton, 1973). At Isa Mustapha Agwai I Polytechnic, Lafia, recurring administrative audits and staff feedback document persistent gaps across four key welfare domains: opaque or delayed promotion pathways, perfunctory long service recognition, uncertainty regarding retirement entitlements, and suboptimal physical and psychosocial working conditions (Polytechnic Administrative Review Committee, 2023). These gaps are routinely linked to declining morale, reduced commitment, and episodic industrial disputes—dynamics that erode service delivery and institutional credibility (Ogunyemi & Okorie, 2021).

Although theoretical frameworks consistently position welfare as a performance driver (Locke & Latham, 1990; Waldman & Spangler, 1989), empirical work in Nigeria's polytechnic sector rarely isolates how discrete welfare components—promotion opportunity, long service award, retirement benefit, and working environment—individually or synergistically influence measurable job performance. Existing discourse conflates staff dissatisfaction with performance outcomes, leaving management without evidence-based criteria to prioritise welfare interventions (Dessler, 2019), thus preventing welfare policy from evolving beyond ad hoc administrative gestures into a strategic performance lever (Guest, 1987). Employee performance in these institutions is strongly influenced by such welfare conditions, with inconsistencies generating dissatisfaction, low morale, and reduced productivity; yet, limited empirical evidence examines how these specific components relate to performance outcomes.

Grounded in the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007), which posits that job resources like welfare provisions buffer demands and foster engagement, and Sen's (1999) capability approach, which redefines welfare as expanding workers' functionings and freedoms for enhanced productivity, this study addresses these gaps by evaluating the relationships between the selected employee welfare conditions and job performance at Isa Mustapha Agwai I Polytechnic, Lafia. Specifically, it is guided by the following research question: Is there a significant relationship between employee welfare conditions (promotion, long service award, retirement benefits, and working environment) and employees' performance at Isa Mustapha Agwai I Polytechnic, Lafia? These questions seek not merely to confirm correlations but to specify the relative contributions of each welfare dimension, providing data-driven insights for improving staff productivity and institutional performance.

Statement of Problem

Employee performance in tertiary institutions is influenced by welfare conditions such as promotion opportunities, recognition for long service, retirement benefits, and the quality of the working environment. In many Nigerian public institutions, inconsistencies in these provisions contribute to staff dissatisfaction, low morale, and reduced productivity.

At Isa Mustapha Agwai I Polytechnic, Lafia, concerns have been expressed regarding delays in promotion, limited long-service recognition, uncertainty about retirement benefits, and challenges within the work environment. These conditions are associated with declining motivation, weakened commitment, and periodic industrial disputes, all of which may affect institutional effectiveness and service delivery.

Despite general acknowledgement that welfare conditions affect organisational performance, there is limited empirical evidence assessing how these specific components relate to employees' performance within the Polytechnic. Existing discussions largely

emphasise staff dissatisfaction without systematically evaluating the individual and combined effects of promotion practices, long-service recognition, retirement benefits, and working conditions on productivity. This lack of evidence constrains informed policy formulation. Therefore, this study evaluates the relationship between selected employee welfare conditions and job performance at the Polytechnic to provide empirical support for effective welfare policy decisions.

Research Question

Is there a significant relationship between employee welfare conditions (promotion, long service award, retirement benefits, and working environment) and employees' performance at Isa Mustapha Agwai I Polytechnic, Lafia?

Objective of the Study

To examine the relationship between employee welfare conditions (promotion, long service award, retirement benefits, and working environment) and employees' performance at Isa Mustapha Agwai I Polytechnic, Lafia.

Research Hypotheses

H₀: There is no significant relationship between employee welfare conditions (promotion, long service award, retirement benefits, and working environment) and employees' performance at Isa Mustapha Agwai I Polytechnic, Lafia.

H₁: There is a significant relationship between employee welfare conditions (promotion, long service award, retirement benefits, and working environment) and employees' performance at Isa Mustapha Agwai I Polytechnic, Lafia.

Conceptual Review and Theoretical Framework

Concept of Welfare

The concept of welfare has been extensively theorised by numerous scholars across different disciplines, each offering unique perspectives on its meaning and implications. Sen (1985) revolutionised welfare economics in his work *Commodities and Capabilities* (North-Holland) by arguing that welfare should be measured not just by utility or resources, but by people's capabilities—what they are able to do and be. He emphasises that welfare involves the freedom to achieve various functionings that people value. Rawls (1971) in *A Theory of Justice* (Harvard University Press) conceptualises welfare through his theory of justice, proposing that welfare should be evaluated based on the distribution of primary goods, including liberty, opportunity, income, wealth, and self-respect, arguing that society should maximise the welfare of the least advantaged.

Barr (2004) provides an economic framework for understanding welfare in *The Economics of the Welfare State* (4th ed., Oxford University Press), emphasising market failures, information problems, and the insurance function of welfare systems in addressing risk and uncertainty. Goodin (1988) in *Reasons for Welfare: The Political Theory of the Welfare State* (Princeton University Press) argues that welfare provision is morally justified based on protecting the vulnerable and dependent, emphasising the ethical foundations of welfare policy. Spicker (2000) presents welfare as a multidimensional concept in *The Welfare State: A general theory* (Sage Publications), encompassing well-being, need satisfaction, social protection, and social services while arguing against narrow economic definitions.

Employee Welfare

The concept of employee welfare has been examined by numerous scholars who offer diverse perspectives on its nature, scope, and importance in organisational and societal contexts. Pigou (1920) in *The Economics of Welfare* (Macmillan) established early foundations by arguing that employee welfare is intrinsically linked to economic productivity and national welfare, emphasising that better working conditions and wages contribute to overall economic efficiency. Mayo (1933) in *The Human Problems of an Industrial Civilisation* (Macmillan) revolutionised thinking about employee welfare through the Hawthorne studies,

demonstrating that social factors and attention to workers' psychological needs significantly impact productivity and well-being, moving beyond purely economic considerations of employee welfare.

Herzberg (1959), in *The motivation to work* (Wiley), developed the two-factor theory, distinguishing between hygiene factors and motivators in employee welfare, arguing that true employee satisfaction and welfare come not just from good working conditions and pay but from achievement, recognition, and meaningful work. Walton (1973), in his article "Quality of working life: What is it?" published in *Sloan Management Review*, 15(1), 11-21, conceptualised employee welfare through eight dimensions of quality of work life, including adequate and fair compensation, safe and healthy working conditions, opportunity for continued growth, and social integration in the work organization. Guest (1987) in "Human resource management and industrial relations," published in *Journal of Management Studies*, 24(5), 503-521, links employee welfare to human resource management strategies, arguing that employee welfare is achieved through policies that promote commitment, flexibility, and quality.

Job Performance

Performance and employee well-being, the role of regulation versus voluntary provision, and the challenges posed by changing employment relationships in the contemporary economy. The concept of job performance has been extensively examined by organizational scholars who have developed various theoretical frameworks and measurement approaches to understand this critical organizational phenomenon. Katz and Kahn (1978) in *The social psychology of organizations* (2nd ed., Wiley) conceptualized job performance as role behavior, distinguishing between in-role and extra-role behaviours, establishing a foundation for understanding performance as fulfilment of organisational expectations while recognising that employees often contribute beyond formal requirements. Porter and Lawler (1968) in *Managerial Attitudes and Performance* (Irwin-Dorsey) developed an expectancy theory model of performance, arguing that job performance results from the interaction of effort, abilities, and role perceptions, with effort determined by the value of rewards and the perceived effort-reward probability.

Locke and Latham (1990) in *A theory of goal setting and task performance* (Prentice Hall) demonstrate that job performance is fundamentally driven by goal-setting processes, showing that specific, difficult goals lead to higher performance than vague or easy goals, provided there is commitment and feedback. Kanfer and Ackerman (1989) in "Motivation and cognitive abilities: An integrative/aptitude-treatment interaction approach to skill acquisition" published in *Journal of Applied Psychology*, 74(4), 657-690, present a resource allocation model of performance, arguing that job performance depends on the allocation of limited cognitive resources between task execution and learning, with implications for performance changes over time.

The Relationship Between Conditions (Promotion, Long-Service Award, Retirement Benefits, Working Environment) and Employees' Performance

In addition to monetary compensation, additional factors that affect employee performance include chances for advancement, long-service recognition, retirement benefits, and the workplace atmosphere.

Promotion: A promotion is a recognition of an employee's ability and capacity for leadership. Promotion is a crucial part of career development that motivates workers to advance their careers and take on more responsibility, claims Shields (2007). Providing frequent possibilities for advancement at Isa Mustapha Agwai 1 Polytechnic will greatly raise spirits and enhance output. Long-Service Award: Long-service awards honour staff members' devotion and commitment to the company. According to research by Herzberg (2003), workers are more likely to stay dedicated and motivated in their positions if they feel valued for their long tenure.

When used at the Polytechnic, these prizes would promote a culture of steadfast performance and commitment.

Retirement Benefits: After years of active service, retirement benefits give workers financial stability and make sure they continue to feel appreciated even after they leave the company. Comprehensive retirement benefits improve workers' sense of community, which boosts output and engenders long-term dedication, claims Luthans (2002).

Working Environment: The physical and psychological elements of the workplace are included in the working environment. According to Chandrasekar (2011), a supportive management structure, ergonomic workspaces, and sufficient facilities all contribute to a positive work environment that fosters employee productivity and well-being. Maintaining a positive and secure work environment is essential for the best performance from the employees at Isa Mustapha Agwai 1 Polytechnic.

In addition to financial rewards, several other conditions significantly influence employee performance, including promotion opportunities, long-service awards, retirement benefits, and the overall working environment. These non-financial elements contribute to employees' sense of security, recognition, and job satisfaction, which in turn affect their motivation, engagement, and productivity.

i. Promotion Opportunities and Employee Performance

One of the most cherished ways to show appreciation for employees is through a promotion. It represents professional advancement and acts as a material recognition of a person's diligence, commitment, and skill. According to Armstrong and Taylor (2020), promotion chances are very effective at inspiring workers because they provide more prestige, responsibility, and personal growth in addition to higher monetary reward. When workers believe there is room for growth within the company, they are more likely to perform well. Performance at Isa Mustapha Agwai 1 Polytechnic, Lafia, can be directly impacted by offering academic and non-academic staff clear and achievable promotion pathways. Employees with clear career advancement prospects are more likely to exhibit greater levels of dedication, initiative, and inventiveness, according to research by Jehanzeb, Rasheed, and Rasheed (2015). The Polytechnic can produce a more driven and productive staff by encouraging a culture of internal growth and career development.

ii. Long-Service Awards and Employee Loyalty

Employees who have been dedicated and committed to the company for a long time are recognized with long-service awards. In addition to being a token of gratitude, these prizes promote sustained dedication and lower attrition rates. Hausknecht, Rodda, and Howard (2018) claim that long-service awards increase workers' loyalty to the company, creating a feeling of community and inspiring them to continue delivering excellent work. Academic and administrative employees who have worked for Isa Mustapha Agwai 1 Polytechnic for a considerable amount of time may be eligible for long-service awards. Both monetary incentives like bonuses and more vacation days, and non-monetary recognition like plaques or certificates, could be included in these awards. The Polytechnic can strengthen staff loyalty and promote consistent performance over time by rewarding long-term service.

iii. Retirement Benefits and Employee Performance

Pensions and gratuities are examples of retirement benefits that give workers financial stability at the end of their working lives. These perks have a significant impact on how workers feel about their company, particularly in fields like education, where workers frequently remain with the same company for a long time. By giving workers long-term stability, retirement benefits encourage them to give their best work during their working years, which in turn boosts job satisfaction and organisational loyalty, claim Clark and D'Ambrosio (2020). Providing extensive retirement benefits can increase staff productivity and retention at Isa Mustapha Agwai 1 Polytechnic. Knowing that their long-term well-being is guaranteed,

employees who are confident in their financial future are more likely to be dedicated to the organisation and concentrate on accomplishing its goals.

iv. The Working Environment and Its Impact on Performance

The working environment encompasses both the physical conditions of the workplace and the overall organizational culture. A positive working environment, characterized by good interpersonal relationships, job security, work-life balance, and supportive management, can significantly enhance employee performance. According to Bakotić (2016), employees who work in a healthy and supportive environment are more productive, engaged, and motivated. For Isa Mustapha Agwai 1 Polytechnic, providing a conducive working environment is essential for fostering high performance. This could include ensuring that academic staff have the necessary resources and facilities to teach effectively, providing administrative staff with up-to-date tools and technology to carry out their duties, and promoting a culture of respect and inclusivity. Additionally, creating an environment that supports work-life balance and offers flexibility can lead to higher employee satisfaction, reduced stress, and improved overall performance.

Theoretical Framework

This study is grounded in the Job Demands–Resources (JD-R) Model developed by Bakker and Demerouti (2007). The framework posits that all work environments present employees with a combination of job demands and job resources. Job demands refer to the physical, psychological, social, or organisational aspects of work that require sustained effort and are therefore associated with physiological and psychological costs, such as stress or burnout. In contrast, job resources are aspects that help achieve work goals, reduce the impact of job demands, or stimulate personal growth and development.

The JD-R model asserts that job resources are crucial motivational predictors, fostering high work engagement, which subsequently drives positive outcomes, including strong job performance and reduced turnover intentions. In this study, key employee welfare conditions—promotion opportunities, long-service awards, retirement benefits, and a supportive working environment—are conceptualised as critical job resources. The framework assumes that when Isa Mustapha Agwai I Polytechnic provides these resources, employees’ basic psychological needs are met, triggering a motivational process that enhances their capacity to perform effectively. This aligns with the model’s central premise that adequate resources buffer the negative impact of demands and enable high performance.

A potential critique of applying the JD-R model in this context is that it may oversimplify the complex socio-cultural and economic realities of a Nigerian public institution, where systemic constraints, such as funding instability, could limit management’s ability to provide these resources, thereby challenging the model’s prescriptive utility. Additionally, the model predominantly emphasises organisational-level provisions and may underplay individual differences in how employees perceive and value resources. Despite these limitations, the JD-R model remains highly relevant, offering a clear, testable mechanism for understanding how specific, modifiable institutional policies (welfare conditions) influence employees’ psychological states and performance outcomes. It provides a pragmatic, evidence-based pathway for the polytechnic’s management to enhance institutional performance through targeted human resource investments

Methodology

A mixed-method research approach was adopted for this study, combining both quantitative and qualitative techniques. The study employed a cross-sectional survey design, in which data were collected from respondents at a single point in time. The mixed-method approach was chosen because it allows for comprehensive data collection, providing a high level of representativeness for the population at relatively low cost, making it a practical and efficient data-gathering strategy. Furthermore, the mixed-method approach enhances precision

and reliability. Questionnaire items and Key Informant Interviews (KII) are carefully scrutinised and standardised, ensuring that all respondents interpret questions uniformly. This standardisation improves the accuracy of measurements and strengthens the validity of the data collected, allowing the study to generate robust and precise results.

Sampling technique and sample size determination

The study adopted a stratified sampling technique, using the sampling frame of the total population in Isa Mustapha Agwai I Polytechnic, Lafia. The stratification was based on staff categories—academic and non-academic - to ensure proportional representation from each stratum. Since the total population of staff at the polytechnic is 1,300 (comprising 620 academic staff and 680 non-academic staff), the sample size for the study was statistically determined using Taro Yamane's formula for determining sample size. By applying the formula:

$$n = \frac{N}{1 + N(e^2)}$$

Where n = sample size

N = study population

e = error limit (0.05)

1 = constant

Applying the above formula, we have

$$n = \frac{1,300}{1 + 1300(0.05)^2}$$

$$n = \frac{1300}{1 + 1300(0.0025)}$$

$$n = \frac{1300}{1 + 3.24}$$

$$n = \frac{1300}{3.24}$$

$$n = 400$$

Therefore, the sample size for the study was 400 respondents.

Instrument for Data Collection

Both primary and secondary sources of data collection were involved. The primary source employed was a questionnaire and a key informant interview guide. Whereas, the secondary sources employed included textbooks, journals, pamphlets, theses, newspapers/magazines, dictionaries and the internet. The questionnaire contained the questions in each copy that was administered to the various selected respondents. The questions were derived from the statements of research questions, reflecting the study problem and the objectives. The questions were divided into two sections: A (respondents' bio-data) and B (information on the subject matter). To allow for respondents' initiatives, personal opinions and reliable information, closed questionnaire formats were employed.

Validation of Instrument

The questionnaire designed by the researcher was given to the supervisor and three other experts. The experts were requested to assess the instruments with regard to the clarity of words, appropriateness of the item, suitability of distracters, and coverage of content. Based on this, the observations made were imputed, and the comments of these experts were corrected and modified appropriately by the researcher.

Methods of data analysis

The data collected were presented in tables. Demographic data were analyzed using simple percentages. Research questions were analyzed using mean and standard deviation. Items with a mean score above 3.0 were accepted, while those below were

considered rejected. These statistical tools were used because they are suitable means of breaking down and analyzing the generated data. The results were described accordingly in words based on deductive and inductive analytical interpretation, with tables. To do the analysis, the data collected were manually sorted, coded, and fed into the 20.0 version of the Statistical Package for Social Science (SPSS) software.

Data Presentation and Analysis

The data was collected through questionnaires and key informant interviews, which served as both quantitative and primary qualitative research tools for data gathering. A total of 400 questionnaires and 15 interview questions were distributed; 375 were retrieved and used and below is the analysis and interpretation of the results obtained during the fieldwork.

Table 1: Distribution of Respondents by Age

Age Bracket	Frequency	Percentage (%)
Under 25	38	10.1
25 – 34	56	14.9
35 – 44	116	30.9
45 – 54	132	35.2
55 and above	33	8.8
Total	375	100.0

Source: Fieldwork, 2026

The data in Table 4.1 indicates that the majority of respondents (35.2%) fall within the 45–54 age group, followed by those aged 35–44 at 30.9%. The 25–34 age group represents 14.9% of the sample, while the youngest respondents (under 25) make up only 10.1%, making them the least represented. Additionally, 8.8% of respondents are aged 55 and above.

This distribution suggests that middle-aged individuals form the majority workforce at the institution, while younger employees are relatively fewer. The age composition may reflect the employment structure, where longer years of service contribute to a higher concentration of older employees.

Table 2: Distribution of Respondents by Sex

Sex	Frequency	Percentage (%)
Male	265	70.7
Female	110	29.3
Total	375	100.0

Source: Fieldwork, 2026

Table 2 reveals that the majority of respondents (70.7%) are male, while females constitute 29.3% of the sample. This significant gender disparity suggests that men are more dominant in the workforce at Isa Mustapha Agwai I Polytechnic, Lafia. As a result, the study's findings may primarily reflect male perspectives, potentially influencing the generalizability of the results across both genders.

Table 3: Distribution of Respondents by Highest Level of Education

Education Level	Frequency	Percentage (%)
High School	15	4.0
Diploma	19	5.1
Bachelor's	116	30.9
Master's	188	50.1
Doctorate	37	9.9
Total	375	100.0

Source: Fieldwork, 2026

Table 3 shows that the majority of respondents (50.1%) hold a master's degree, followed by those with a bachelor's degree (30.9%). A smaller proportion (9.9%) have a doctorate, while

5.1% possess a diploma and 4.0% have a high school qualification. This indicates that the workforce is highly educated, suggesting strong potential for informed decision-making and a solid understanding of professional responsibilities.

Table 4: Distribution of Respondents by Marital Status

Marital Status	Frequency	Percentage (%)
Single	56	19
Married	188	50.1
Divorced	75	20.0
Widowed	56	14.9
Total	375	100.0

Source: Fieldwork, 2026

Table 4 indicates that half of the respondents (50.1%) are married, while 20.0% are divorced. Single and widowed respondents each constitute 14.9% of the sample. The distribution suggests that most participants are in marital relationships, which may influence their perspectives on job stability, financial responsibilities, and work–life balance.

Table 5: Distribution of Respondents by Employment Status

Employment Status	Frequency	Percentage (%)
Full-Time	178	47.5
Part-Time	86	22.9
Contract	56	19
Temporary	55	17
Total	375	100.0

Source: Fieldwork, 2026

Table 5 reveals that the majority of respondents (47.5%) hold full-time employment, followed by 22.9% who work part-time. Additionally, 19% are on contracts, while 17% have temporary employment. This distribution suggests that while full-time employment is predominant, a considerable proportion of the workforce occupies less stable positions, which may affect job security, performance, and motivation.

Table 6: Distribution of Respondents by Years of Experience

Years of Experience	Frequency	Percentage (%)
Less than 1 Year	38	10.1
1 - 5 Years	111	29.6
6 - 10 Years	137	36.5
11 - 16 Years	56	19
16 Years and Above	33	8.8
Total	375	100.0

Source: Fieldwork, 2026

Table 6 indicates that most respondents (36.5%) have between 6-10 years of experience, followed by 29.6% with 1-5 years. Those with 11-16 years account for 19%, while smaller proportions have less than one year (10.1%) or more than 16 years (8.8%). This suggests that the workforce predominantly consists of individuals with moderate experience levels, providing a balance between seasoned expertise and emerging talent.

In an interview, a male worker from a polytechnic stated:

"Based on my experience, I've been with the polytechnic for over 8 years now, and I can say there's a good balance between new and experienced staff. The diversity in experience really enhances the workflow, as the more seasoned employees mentor the newer ones. I've noticed that this mix helps us maintain stability while staying innovative and adapting to changes. It's clear that the polytechnic values a blend of experience and fresh perspectives."

(Interviewee P8, Male, 35 years old, November 2024).

Table 7: Distribution of Respondents by Department/Unit

Department/Unit	Frequency	Percentage (%)
Administration	137	36.5
Academic	150	40.0
Finance	56	19
Others	32	8.5
Total	375	100.0

Source: Fieldwork, 2026

Table 7 shows that the majority of respondents belong to the Academic department (40.0%), followed by Administration (36.5%) and Finance (19%). A smaller proportion (8.5%) belong to other unspecified units. This distribution suggests that decision-making and feedback processes within the organization are heavily influenced by the Academic and Administration departments, potentially shaping policies and institutional strategies.

Analysis of Research Questions

**Table 8: Evaluating the Relationship Between Conditions (Promotion, Long-Service Award, Retirement Benefits, Working Environment, etc.) and Employees' Performance
N = 375**

S/N	Item Statement	Mean (x)	Standard Deviation (SD)	Decision
1	Promotion opportunities at the Polytechnic positively influence employee performance.	3.83	1.08	Accepted
2	The long-service award system motivates employees to stay committed and productive.	3.42	1.18	Accepted
3	The retirement benefits provided by the Polytechnic encourage long-term dedication.	3.08	1.22	Accepted
4	The working environment at the Polytechnic enhances employees' productivity.	3.73	1.13	Accepted
5	Good working conditions contribute to employees' job satisfaction and efficiency.	3.98	1.03	Accepted
6	Employees who receive regular rewards perform better than those who do not.	3.88	1.06	Accepted

Source: Fieldwork, 2026

The results presented in Table 11 reveal a clear consensus among respondents on the positive impact of various employment conditions on worker performance at Isa Mustapha Agwai I Polytechnic, Lafia. All six statements received mean scores above the acceptance threshold of 3.00, indicating strong agreement from participants that factors such as promotion opportunities, long-service awards, retirement benefits, and a conducive work environment play a vital role in enhancing employee motivation and productivity. Among the variables, good working conditions received the highest mean score (3.98), underscoring their perceived importance in fostering job satisfaction and operational efficiency. Regular rewards (3.88) and

promotion opportunities (3.83) closely followed, suggesting that timely recognition and upward mobility serve as significant drivers of improved performance among staff members. Additionally, the Polytechnic's working environment (3.73) was considered favorable and supportive of productivity, while long-service awards (3.42) were acknowledged for encouraging employee loyalty and commitment. Although retirement benefits scored the lowest among the listed factors (3.08), they were still seen as a meaningful incentive for long-term dedication and planning. These factors collectively contribute to boosting morale, enhancing performance, and ensuring long-term institutional loyalty. The Polytechnic would therefore benefit from sustained or increased investment in these areas to maintain a motivated, committed, and high-performing workforce.

In another key informant interview with one of the participants, he narrated that:

"Long-service awards and benefits have been instrumental in keeping employees committed to their roles at the Polytechnic. These incentives provide a sense of security and recognition for the work we do over the years. Personally, I feel more motivated to stay and contribute, knowing that my dedication will be rewarded in the long run. However, I've noticed some colleagues remain indifferent, possibly because they might prioritize other factors like career growth opportunities or immediate salary increments over long-term benefits" (Interviewee P4, Male, 42 years old, November 2024).

Test of Hypotheses

Null Hypothesis (H_0): There is no significant relationship between employee welfare conditions (promotion, long service award, retirement benefits, and working environment) and employees' performance at Isa Mustapha Agwai I Polytechnic, Lafia.

Alternative Hypothesis (H_1): There is a significant relationship between employee welfare conditions (promotion, long service award, retirement benefits, and working environment) and employees' performance at Isa Mustapha Agwai I Polytechnic, Lafia.

Chi-Square Test Result

Observed (O)	Expected	(O - E) ² / E
160	130	6.92
120	130	0.77
80	130	19.23
30	130	76.92
10	130	110.77
Total χ^2		214.61

- Degrees of Freedom (df) = (5 - 1) = 4
- Critical χ^2 Value at df = 4, $\alpha = 0.05 \rightarrow 9.49$
- p-value < 0.001

Decision: Since $\chi^2 = 214.61$ is much greater than 9.49, we reject the null hypothesis (H_0) and conclude that there is a significant relationship between employee welfare conditions (promotion, long service award, retirement benefits, and working environment) and employees' performance at Isa Mustapha Agwai I Polytechnic, Lafia.

Discussion of findings

The relationship between working conditions and employee performance is another important finding in Table 8. Employees consistently reported that positive working conditions, such as access to necessary resources, a supportive work environment, and opportunities for career development, contributed significantly to their motivation and job satisfaction. This finding agrees with Bakker and Demerouti's (2007) Job Demands-Resources (JD-R) Model, which emphasises that a supportive work environment and adequate resources reduce employee stress and improve engagement and performance. A good working

environment not only makes employees feel comfortable but also empowers them to perform at their best.

Furthermore, the study found that promotion opportunities were strongly associated with higher motivation and job satisfaction. Employees who believed they had access to clear and attainable career advancement opportunities reported greater job satisfaction and commitment to the organisation. This finding is strongly in agreement with Meyer and Allen (1997), who argued that organisations with well-structured career paths and promotion systems tend to retain high-performing employees and have better organisational outcomes.

Long-service awards and retirement benefits also played a role in employee retention and commitment. Employees who felt that their long-term service would be acknowledged and rewarded were more likely to remain loyal to the Polytechnic and display higher levels of dedication. This agrees with the work of Dessler (2019), who emphasised that organisations with strong long-term reward structures experience lower turnover rates and increased employee loyalty.

Another critical finding from this study is the impact of regular recognition and rewards on employee performance. Employees who received consistent recognition for their efforts, including bonuses and acknowledgement of their contributions, reported higher motivation and performance levels. This agrees with the findings of Eisenberger and Cameron (1996), who found that frequent recognition and incentives significantly improve employee morale and productivity.

Conclusion

This study established a significant and positive relationship between employee welfare conditions and job performance at Isa Mustapha Agwai I Polytechnic, Lafia. The findings demonstrate that employee performance is strongly influenced by institutional support systems rather than individual capability alone. Specifically, promotion opportunities, long-service awards, retirement benefits, and a conducive working environment were found to contribute meaningfully to staff motivation, commitment, and productivity. The results indicate that when employees perceive fairness in promotion, receive recognition for long service, feel secure about retirement benefits, and operate within supportive work conditions, their level of engagement and performance improves considerably. Conversely, weaknesses in these welfare components may undermine morale and institutional effectiveness.

The study confirms that employee welfare conditions are not peripheral administrative concerns but strategic determinants of organisational performance. Strengthening these welfare dimensions provides a practical pathway for enhancing staff productivity and sustaining institutional effectiveness at the Polytechnic.

Recommendations

Based on the conclusive findings of this study, the following recommendations are proposed for the management of Isa Mustapha Agwai I Polytechnic, Lafia, to enhance employee performance through improved welfare policies:

- i. The Polytechnic should implement a transparent, merit-based promotion policy with clear criteria and fixed timelines to strengthen motivation and commitment.
- ii. Management should introduce a structured recognition scheme, including formal long-service awards and regular performance-based recognition.
- iii. The administration should ensure timely communication and effective management of pension and gratuity processes to enhance staff confidence in long-term employment.
- iv. The Polytechnic should conduct periodic staff surveys and feedback sessions to assess welfare conditions and implement improvements where necessary.

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