

# Employee Welfare and Job Commitment among Non-Academic Senior Staff of Tertiary Institutions in Bayelsa State, Nigeria

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## ABSTRACT

Job commitment is the degree to which an employee identifies with the organization and wants to continue actively participating in it. Commitment is one of the important consequences of employee welfare maintenance. The study investigated employee welfare and job commitment in tertiary institutions in Bayelsa State, Nigeria. The study was guided by 3 research questions with their corresponding null hypotheses. The methodology of the study is correlational research design. The population for the study was 1,730 senior non-academic staff of tertiary institutions in Bayelsa State. A total of 325 respondents were selected from senior non-academic staff of tertiary institutions in Bayelsa State. Data was collected through a means of researcher-designed questionnaire. The instrument also went through reliability testing which showed that the instrument was reliable enough for the study. Kendall's tau-b Correlation Coefficient was used to analyze the data that was generated. Welfare was found to have a strong relationship with the dependent variables namely job commitment. The analysis shows that welfare is positively and significantly related to affective, normative, and continuance commitment among senior non-academic staff of tertiary institutions in Bayelsa State. It was concluded that good and positive employee welfare of an institution is an outcome of many things: such as appropriate employee welfare packages, employees' satisfaction, long-term strategic moves of institutions, effective policies, and so on. Based on the findings it was recommended among others that there should be some empirical measures on how to promote employee welfare internally and externally; maybe through workers' welfare packages and sponsorship.

**Keywords:** Employee, Job Commitment, Tertiary Institutions, Welfare

## INTRODUCTION

Organizations, including tertiary institutions, grapple with challenges arising from complex developments and technological trends such as globalization and deregulation. These rapid changes compel them to effectively manage their staff in areas like job satisfaction, employee performance, and organizational commitment. The non-teaching departments within tertiary institutions encompass various roles, from top-level positions like the Vice Chancellor to support staff like cleaners and messengers. Many of these departments, especially in state and federal tertiary institutions in Nigeria, face issues of reduced productivity, innovation, and efficiency, potentially hindering the institutions from achieving their objectives. One significant contributing factor to these challenges may be the inadequate provision of employee welfare, including poor remuneration, limited health benefits, and inadequate safety plans.

Observations indicate that employee satisfaction is closely linked to job commitment and overall effectiveness. Despite extensive research on employee welfare in connection with organizational outcomes like job satisfaction and performance, there is a notable gap in understanding the role of employee welfare in job commitment specifically within tertiary institutions in Bayelsa State. Motivated by this gap, the researcher seeks to investigate the relationship between employee welfare and job commitment among senior staff non-academic in tertiary institutions in Bayelsa State.

The success of any organization relies heavily on the effectiveness of its employee welfare initiatives, extending beyond regular remuneration to encompass perks and benefits aimed at enhancing employee well-being. Recognizing employee welfare as an investment rather than an expense is crucial, as content and satisfied personnel significantly contribute to organizational success (Prachi, 2021). This contentment often translates into heightened commitment, fostering a positive workplace environment where employees actively contribute to achieving organizational goals.

Job commitment, a vital aspect of employee dedication, involves the levels of identification, involvement, and loyalty an employee exhibits toward their role (Devananda and Onahring, 2019). Substantial research supports the positive impact of employee welfare on job commitment and performance (Faiza, 2019). Employee welfare plays a key role in cultivating job satisfaction, improving attitudes, and subsequently influencing overall organizational performance (Cai, 2019; Elrehail, 2019).

Recognizing the pivotal role of employee welfare in organizational success, this study explores the relationship between employee welfare and job commitment among senior non-academic staff in tertiary institutions in Bayelsa State. With a focus on the unique organizational cultures and expectations within Bayelsa State's tertiary institutions, the research employs a correlational research design guided by ten research questions. The study aims to discern patterns and correlations that shed light on the interplay between employee welfare initiatives and job commitment. In summary, the significance of this research extends beyond academic inquiry, offering practical recommendations for organizational leaders, policymakers, and human resource practitioners. These recommendations, grounded in empirical findings, aim to inform strategic decision-making, enhance workplace practices, and contribute to the broader discourse on human resource management. Ultimately, this study seeks to provide a nuanced understanding of the complex interrelationships that define employee commitment within the distinctive context of tertiary institutions in Bayelsa State.

### **Statement of the Problem**

Organizations, at the heart of which lie tertiary institutions, face challenges, including complex developments, and technological trends, among them are globalization and deregulation. These fast changes impose on them to manage their staff effectively in job satisfaction, employee performance, and organizational commitment.

The non-teaching departments in tertiary institutions consist of the Vice-Chancellor or its equivalent, Deputy Vice-Chancellor or its equivalent, The Registry, Employee welfare/Establishment, Student Affairs, Bursary, Library, Medical, Examinations and Records, cleaners/messengers, Security, and others. Many of these departments are greatly less productive, less innovative, and inefficient in their capacity to function effectively and support the institutional systems to achieve their stated objectives and goals, especially in the state and federal tertiary institutions in Nigeria. All of this may be a result of poor Employee welfare such as poor remuneration, poor health package, and poor safety plans amongst others.

Based on the researcher's observation it was found that when employees are satisfied with their job, they will successfully be committed to their job and contribute to their effectiveness and ultimate survival. Although employee welfare has increasingly been studied in connection with different organizational outcomes like employee job satisfaction, employee performance, and job commitment, there is no research on the role of employee welfare and job commitment in tertiary institutions in Bayelsa State. It is based on the above that the researcher is motivated to investigate Employee welfare and Job Commitment among senior staff in tertiary institutions in Bayelsa state.

### **Study Objectives:**

1. Investigate the correlation between employee welfare and affective commitment among senior non-

academic staff in tertiary institutions in Bayelsa State.

2. Explore the association between employee welfare and normative commitment among senior non-academic staff in tertiary institutions in Bayelsa State.
3. Examine the connection between employee welfare and continuance commitment among senior non-academic staff in tertiary institutions in Bayelsa State.

### **Research Questions:**

1. What is the correlation between employee welfare and affective commitment among senior non-academic staff in tertiary institutions in Bayelsa State?
2. How is employee welfare related to normative commitment among senior non-academic staff in tertiary institutions in Bayelsa State?
3. What is the correlation between employee welfare and continuance commitment among senior non-academic staff in tertiary institutions in Bayelsa State?

### **Hypotheses:**

1. There is no significant correlation between employee welfare and affective commitment among senior non-academic staff in tertiary institutions in Bayelsa State.
2. There is no significant correlation between employee welfare and normative commitment among senior non-academic staff in tertiary institutions in Bayelsa State.
3. There is no significant correlation between employee welfare and continuance commitment among senior non-academic staff in tertiary institutions in Bayelsa State.

## **METHODOLOGY**

The study employed a correlational research design to examine the relationship between employee welfare and job commitment in Bayelsa State. Correlational design, as defined by Kpolovie (2010), investigates the degree and nature of the relationship between a dependent variable (criterion variable) and one or more independent variables (predictor variables). This design aims to understand variables by measuring them differently and exploring how they change in agreement with others. The study focused on senior non-academic staff in four tertiary institutions: Federal University Otuoke, Bayelsa Medical University, Niger Delta University (NDU), and Bayelsa State College of Health Technology.

### **Population and Sampling:**

The population comprised all senior non-academic staff in Bayelsa State's tertiary institutions. Due to practical constraints, the study selected a purposive sample of 325 senior staff from four institutions: Federal University Otuoke, Bayelsa Medical University, Niger Delta University (NDU), and Bayelsa State College of Health Technology.

### **Data Collection:**

Primary data were collected through a structured questionnaire titled "Employee Welfare and Job Commitment Questionnaire (HRMJCQ)," consisting of 24 items rated on a scale of Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD). The instrument's face and content validity were assessed by the researcher's supervisor and two other experts in test construction. The reliability was established through a trial testing with 30 respondents, yielding Cronbach Alpha coefficients of 0.83, 0.67, 0.83, and 0.86 for welfare service, affective commitment, normative commitment, and continuance commitment, respectively.

**Data Analysis:**

The univariate analysis utilized measures of central tendency (mean, median, standard deviation) and distribution (kurtosis and skewness index). Kendall’s tau-b correlation coefficient was employed to statistically evaluate the relationship between the independent variable (job commitment) and the dependent variable (employee welfare). Statistical Package for Social Sciences (SPSS) was used for analysis, considering the ordinal scales of the variables. Partial correlation analysis tested the moderating role of leadership styles on the relationship between the independent and dependent variables.

**Data Presentation and Discussion:**

Results and interpretations of the data analysis were presented in tables, addressing research questions and hypotheses. Findings were discussed in the context of past related literature to provide insights into the relationships explored in the study.

Table 1: Data Presentation

	N	%
Number of questionnaires administered	325	100.0
The number of questionnaires retrieved	325	100.0

**DATA ANALYSIS AND RESULT**

**Demographic Data Analysis**

The demographic data section assessed the characteristics of the sample for the study by providing a more detailed representation of the individuals or cases that make up the respondents.

Table 2: Percentage of Gender Distribution of Respondents Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	152	46.8	46.8	46.8
	Female	173	54.2	54.2	54.2
	Total	325	100.0	100.0	

The table above shows that 152 representing 46.8% of the respondents are male while 173 representing 54.2% are female. This demographic data reveals that the respondents are composed of a greater number of females. It may be said that this difference is due to the preference for females in positions in the workforce.

Table 3: Percentage Distribution of Respondents Marital Status Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	212	65.2	65.2	65.2
	Widowed	82	38.7	38.7	38.7
	Divorced	31	9.5	9.5	9.5
	Total	325	100.0	100.0	100.0

Table 4 Percentage Distribution of Respondents Institutions Longevity No of Years Worked

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 year and less	75	23.07	23.07	23.07
	Between 1 and 2 Years	52	16	16	16
	Between 2 and 4 Years	55	16.92	16.92	16.92
	Between 5 and above	143	44	44	44
	Total	325	100.0	100.0	

Table 5: Percentage Distribution of Respondents' Educational Qualification Edu Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BSc	211	65.2	65.2	65.2
	MSc	83	38.7	38.7	38.7
	PhD	31	9.5	9.5	9.5
	Total	325	100.0	100.0	

### Univariate Descriptive Analysis of Response Data

This section involves the assessment of distributions made by the respondents in their responses.

**Research Question 1:** What is the relationship between employee welfare and affective commitment among senior staff non-academic of tertiary institutions in Bayelsa State?

Table 6: Relationship between employee welfare and affective commitment

Variable	Mean	SD	N
Employee welfare	30.27	4.59	325
Affective Commitment	24.31	4.99	

As shown in Table 4.6, it is obvious that workers who reported employee welfare yielded a mean value of 30.27 (SD = 4.59), while their score on affective commitment yielded a mean of 24.31 (SD = 4.99). Meaning that the relationship between employee welfare and affective commitment is positive.

**Research Question 2:** What is the relationship between employee welfare and normative commitment among senior staff non-academic of tertiary institutions in Bayelsa State?

Table 7: Relationship between employee welfare and normative commitment

Variable	Mean	SD	N
Employee welfare	30.27	4.59	200
Normative Commitment	23.21	3.19	

As shown in Table 7, it is obvious that workers reported employee welfare yielded a mean value of 30.27 (SD = 4.59), while their score on normative commitment yielded a mean of 23.21 (SD = 3.19). Meaning that the relationship between employee welfare and normative commitment is positive.

**Research Question 3:** What is the relationship between employee welfare and continuance commitment

among senior staff non-academic of tertiary institutions in Bayelsa State?

Table 8: Relationship between employee welfare and continuance commitment

Variable	Mean	SD	N
Employee welfare	30.27	4.59	200
Continuance Commitment	26.53	5.44	

As shown in Table 8, it is obvious that workers who reported employee welfare yielded a mean value of 30.27 (SD = 4.59), while their score on continuance commitment yielded a mean of 26.53 (SD = 5.44). Meaning that the relationship between employee welfare and continuance commitment is positive.

### Testing the Hypotheses – Correlation Analysis with Kendall’s tau-b

The correlation coefficient was carried out to determine whether there is a statistically significant relationship between the variables. The discussions below indicate the results of the hypotheses tested. Null hypotheses were formulated in line with the aims and objectives of this study.

The tables below depict how the variables correlate with each other.

#### Hypothesis One

**H<sub>01</sub>:** There is no significant relationship between workers’ employee welfare and affective commitment among senior staff non-academic of tertiary institutions in Bayelsa State.

Table 9: Relationship between workers’ employee welfare and affective commitment Correlations

		Workers’ employee welfare	Affective commitment	
Kendall’s tau b	Workers’ employee welfare	Correlation Coefficient	1	
		Sig. (2-tailed)	.437**	
		N	325	
	Affective commitment	Correlation Coefficient	.437**	1
		Sig. (2-tailed)	0	.
		N	325	325

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The figure table above reveals that Kendali’s tau-b Correlation coefficient is 0.437 which reflects a strong positive linear relationship between workers’ employee welfare and affective commitment. And the Correlation test is highly significant at (p<0.001). A positive relationship means that as workers’ employee welfare increases assertive behavior also increases.

Following this finding, the study concludes that there is a statistically significant relationship between workers’ employee welfare and assertive behavior. Workers’ employee welfare has a significant effect on the assertive behavior of the company’s employees. Therefore, the null hypothesis was rejected.



### Hypothesis Two

**H<sub>02</sub>:** There is no significant relationship between workers’ employee welfare and normative commitment among senior staff non-academic of tertiary institutions in Bayelsa State.

Table 10: Relationship between Workers’ employee welfare and normative commitment Correlations

		Workers’ employee welfare	Normative commitment	
Kendall’s tau_b	Workers’ employee welfare	Correlation Coefficient	1.000	
		Sig. (2-tailed)	.489**	
		N	.000	
	Normative commitment	Correlation Coefficient	.489**	1.000
		Sig. (2-tailed)	.000	.
		N	325	325

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The figure above table reveals that Kendali’s tau-b Correlation coefficient is 0.437 which reflects a strong positive linear relationship between workers’ employee welfare and normative commitment. And the Correlation test is highly significant at (p<0.001). A positive relationship means that as workers’ employee welfare increases passive behavior also increases.

Following this finding, the study concludes that there is a statistically significant relationship between workers’ employee welfare and normative commitment. Workers’ employee welfare has a significant effect on the normative commitment of the company’s employees. Therefore, the null hypothesis was rejected.

### Hypothesis Three

**H<sub>03</sub>:** There is no significant relationship between employee welfare and continuance commitment among senior staff non-academic of tertiary institutions in Bayelsa State.

Table 11: Relationship between employee welfare and continuance commitment Correlations

		Workers’ employee welfare	continuance commitment	
Kendall’s tau_b	Workers’ employee welfare	Correlation Coefficient	1.000	
		Sig. (2-tailed)	.442**	
		N	.000	
	continuance commitment	Correlation Coefficient	.442**	1.000
		Sig. (2-tailed)	.000	.
		N	325	325

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**The figure above** table reveals that Kendali's tau-b Correlation coefficient is 0.442 which reflects a strong positive linear relationship between workers' employee welfare and continuance commitment. And the Correlation test is highly significant at ( $p < 0.001$ ). A positive relationship means that as workers' employee welfare increases continuance commitment also increases.

Following this finding, the study concludes that there is a statistically significant relationship between workers' employee welfare and continuance commitment. Workers' employee welfare has a significant effect on the continuance commitment of the company's employees. Therefore, the null hypothesis was rejected.

## **SUMMARY OF FINDINGS FOR THE STUDY**

The findings of this study are as follows:

1. There is a significant relationship between workers' employee welfare and affective commitment among senior staff non-academic of tertiary institutions in Bayelsa State.
2. There is a significant relationship between workers' employee welfare and normative commitment among senior staff non-academic of tertiary institutions in Bayelsa State.
3. There is a significant relationship between workers' employee welfare and continuance commitment among senior staff non-academic of tertiary institutions in Bayelsa State.

## **DISCUSSION OF THE FINDINGS**

The discussion of the research findings is presented in this sub-section based on the objectives of the study which emphasizes the relationship between employee welfare resource maintenance and employee behavior. Thus, the discussions were presented using the following:

### **Relationship between workers' employee welfare and affective commitment among senior staff non-academic of tertiary institutions in Bayelsa State**

The result here showed that there was a positive but moderate relationship between workers' employee welfare and affective commitment among senior staff non-academic of tertiary institutions in Bayelsa State. This relationship was also statistically significant at a 0.05 level of significance. The positive relationship between workers' employee welfare and affective commitment among senior staff non-academic of tertiary institutions in Bayelsa State means that as scores on workers' workers' employee welfare are increasing, there is a corresponding increase in workers' affective commitment, and vice versa.

This means that workers, whose scores are high on workers' employee welfare, also scored high scores on affective commitment among senior staff non-academic of tertiary institutions in Bayelsa State, while those whose scores are low on workers' employee welfare; also scored low on affective commitment among senior staff non-academic of tertiary institutions in Bayelsa State. Tacitly put, workers' employee welfare could affect affective commitment among senior staff non-academic of tertiary institutions in Bayelsa State. The finding of the present study is in agreement with those of Heloiza (2020) who investigates the relationship between employee welfare and institutional commitment in a large public urban sanitation company. The results indicated a predominance of affective commitment of employees, greater agreement with the practice of employee welfare resources associated with benefits, and disagreement with career planning regarding the policies related to the internal selection process, self-development, compensation policy, and promotion process. The multiple regression analysis allowed us to confirm the hypotheses postulated, revealing a more significant positive relationship between employee welfare with the types of affective and normative commitment when compared to the continuance commitment. The institutional



commitment of the affective type proved to be positively influenced by the employee welfare associated with career planning and benefits, while the commitment of the normative type was positively induced by the employee welfare resources practice related to training and development.

Even though the article revealed results that contribute to the academy, future research must be carried out to improve the relationship between the constructs treated in this study. Both studies differed in the instrument used. Also, the finding is similar to the finding of Mehwish (2019) who assessed the relationship between employee welfare resource practices and Institutional Commitment among the employees of the telecommunication sector of Pakistan. The result revealed that the relationship of “Reward and Recognition” and “Institutional Commitment” is not mediated by “Job Satisfaction.

### **Relationship between workers’ employee welfare and normative commitment among senior staff non-academic of tertiary institutions in Bayelsa State**

The result here showed that there was a negative but moderate relationship between workers’ employee welfare and normative commitment among senior staff non-academic of tertiary institutions in Bayelsa State. This relationship was also statistically significant at a 0.05 level of significance. The negative relationship between workers’ employee welfare and normative commitment among senior staff non-academic of tertiary institutions in Bayelsa State means that as scores on workers’ productivity increase, there is a corresponding decrease in normative commitment among senior staff non-academic of tertiary institutions in Bayelsa State scores, and vice versa.

This means that workers, whose scores are high on workers’ employee welfare, also scored low scores on normative commitment among senior staff non-academic of tertiary institutions in Bayelsa State, while those whose scores are low on workers’ employee welfare; earn high scores on normative commitment among senior staff non-academic of tertiary institutions in Bayelsa State. Implicitly, employee welfare is a function of normative commitment among senior staff non-academic of tertiary institutions in Bayelsa State that is, the more employee welfare a worker receives the more he or she becomes ineffective in his job. The finding of the present study is in concordance with those of Heloiza (2020) who investigates the relationship between employee welfare and institutional commitment in a large public urban sanitation company. The results indicated a predominance of affective commitment of employees, greater agreement with the practice of employee welfare resources associated with benefits, and disagreement with career planning regarding the policies related to the internal selection process, self-development, compensation policy, and promotion process. The multiple regression analysis allowed us to confirm the hypotheses postulated, revealing a more significant positive relationship between employee welfare with the types of affective and normative commitment when compared to the continuance commitment. The institutional commitment of the affective type proved to be positively influenced by the employee welfare associated with career planning and benefits, while the commitment of the normative type was positively induced by the employee welfare resources practice related to training and development.

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### **Relationship between workers’ employee welfare and continuance commitment among senior staff non-academic of tertiary institutions in Bayelsa State**

The results on workers’ employee welfare and continuance commitment among senior staff non-academic

of tertiary institutions in Bayelsa State revealed that there was a positive and moderate relationship between intrinsic motivation and continuance commitment among senior staff non-academic of tertiary institutions in Bayelsa State, which was statistically significant. Furthermore, there was a positive but very low relationship between workers' employee welfare and continuance commitment among senior staff non-academic of tertiary institutions in Bayelsa State, which was not significant statistically. In addition, it was also found that there was a significant but positive and low relationship between total workers' employee welfare and continuance commitment among senior staff non-academic of tertiary institutions in Bayelsa State. The positive relationship was an indication of the fact that, as scores on continuance commitment and total workers' employee welfare increased, continuance commitment among senior staff non-academic of tertiary institutions in Bayelsa State scores were also correspondingly increasing and vice versa. The implication is that employee welfare on a job could be linked to continuance commitment among senior staff non-academic of tertiary institutions in Bayelsa State. That is employee welfare has the potential to boost workers' continuance commitment if properly applied.

The finding of the present study is in agreement with those of Heloiza (2020) who investigates the relationship between employee welfare and institutional commitment in a large public urban sanitation company. The results indicated a predominance of affective commitment of employees, greater agreement with the practice of employee welfare resources associated with benefits, and disagreement with career planning regarding the policies related to the internal selection process, self-development, compensation policy, and promotion process. The multiple regression analysis allowed us to confirm the hypotheses postulated, revealing a more significant positive relationship between employee welfare with the types of affective and normative commitment when compared to the continuance commitment. The institutional commitment of the affective type proved to be positively influenced by the employee welfare associated with career planning and benefits, while the commitment of the normative type was positively induced by the employee welfare resources practice related to training and development.

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## CONCLUSIONS

The effective maintenance of positive employee welfare resources within an institution is the result of various factors, including appropriate welfare practices, employee satisfaction, long-term strategic initiatives, and effective policies. Intangible resources such as employee welfare maintenance and institutional culture play a crucial role in shaping employees' perceptions. This positive maintenance of employee welfare resources fosters a favorable attitude among employees, enhancing their advocacy for the institution to outsiders (Dhir and Shukla, 2018).

Furthermore, our study revealed a positive association between perceived external employee welfare maintenance and employee continuance commitment. The institution's positive external reputation, encompassing wages and employee welfare, instills confidence and pride in employees, motivating them to invest their full energies in their roles. Additionally, effective employee welfare resource maintenance aids in attracting and engaging a talented workforce, contributing to overall institutional growth and performance. Administrators should prioritize enhancing the institution's prestige rather than attempting to minimize differences in values between the institution and its employees. Improving employee welfare resources can be achieved through an external communication strategy highlighting the positive aspects of

the institution, positively influencing both employee and external stakeholder perceptions.

Employees who are convinced of the institution's perceived employee welfare maintenance and impressed by the employer brand are more likely to invest discretionary effort in their jobs. They not only speak positively about their institution but also strive for success in their respective roles.

## RECOMMENDATIONS

The management of employee welfare resource maintenance significantly influences the attitudes and behaviors of staff in the workplace. Given the complexity of this task, a crucial question arises: who should be responsible for managing employee welfare resource maintenance? Based on our study findings, the following recommendations are proposed:

1. Implement empirical measures to promote both internal and external employee welfare resource maintenance, potentially through workers' welfare programs and sponsorship.
2. Provide training for employee welfare resource professionals on their role in decision-making and the value of managing the employer brand.
3. The government should review and enhance its employee welfare resource maintenance for staff in its institutions, integrating safety plans.
4. Regularly inspect the extent to which non-academic staff in tertiary institutions receive employee welfare and safety measures to enhance their work commitment.

## CONTRIBUTION TO KNOWLEDGE

This study contributes to the body of knowledge on the relationship between employee welfare resource maintenance and job commitment in the following ways:

1. Offers a comprehensive overview and detailed assessment of the relationship between employee welfare resource maintenance and job commitment.
2. Provides data specific to tertiary institutions, contributing insights into variables unique to this context in Bayelsa State.
3. Presents empirical evidence reaffirming the importance of positive employee welfare resource maintenance among senior non-academic staff in tertiary institutions in Bayelsa State.

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