

The Impact of Fringe Benefits on Employee's Job Performance in United Bank of Africa (Uba) Plc

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ABSTRACT

This research work examined the impact of fringe benefits on employee job performance, A study of United Bank of Africa (UBA) Plc. The objectives of the study include to: ascertain the relationship between medical insurance and performance of workers of United Bank of Africa Plc, determine the extent overtime pay affects the performance of workers of United Bank of Africa Plc and examine the effect of annual leave on the performance of workers of United Bank of Africa Plc. The research method adopted was the survey research method. The sources of data used were the primary and secondary sources of data. The population of the study was 59 while the sample size of 59 was determined by applying the rule governing population and sampling. The major instrument of data collection was the questionnaire. The data collected were presented in tables using frequencies and percentages and analysed using the five point likert system. The hypotheses were tested using the chi-square distribution formula. The findings included that medical insurance has a positive relationship with performance of workers of United Bank of Africa Plc, overtime pay has a significant effect on the performance of workers of United Bank of Africa Plc and annual leave has a significant effect on the performance of workers of United Bank of Africa Plc. The researcher concluded that fringe benefits have a positive effect on employee job performance and it was recommended that management of the banking industry should consider medical insurance as it has a positive relationship with performance, management of the banking industry should always reward employees who have stayed beyond the closing time by giving them overtime pay and annual leave should be made a priority for workers to make them rejuvenate and perform better.

Key Words: Fringe Benefits, Employee and Job Performance

INTRODUCTION

Fringe benefits have been identified as one of the effective ways management may adopt for attracting and retaining personnel, for motivating them to higher performance [1]. Therefore, for an organization to meet its aim of

survival and growth, there is need to devote more attention to the formulation of sound and good fringe benefit programme for the organization. the reason for this is that majority of the workers are

mainly concerned with how much of their problems can be solved with the total pay package from the organization, especially in today's Nigeria with the prevailing economic recession and general hardship.

According to [2], fringe benefits are forms of indirect compensation given to an employee or group of employees as part of organizational membership. Fringe benefits focus on maintaining (or improving) the quality of life for employees and providing a level of protection and financial security for workers and for their family members. Like base pay plans, the major objective for most organizational fringe compensation programme is to attract, retain and motivate qualified, competent employees. With respect to [3], an employer that provides a more attractive benefit package, often enjoys an advantage over other employers in hiring and retaining qualified employees, when the competing firms offer similar base pay. In fact, such benefits may create "golden handcuffs" making employees more reticent to move to other employees. Some common examples are retirement plans, medical insurance, education reimbursement,

time off, paid vacation and use of company car [4]. [5], stated that the meaning attached to the fringe benefit programmes, existing in many organizations are multifarious and this affects its success in achieving its goal to both the employees and the organizations. Man is a complex being. Managing man to increase its productivity involves a number of variables, one of which is to identify those factors, which can incite him to contribute maximally to organizational growth and development. Once these factors are identified and established, they can be manipulated in a way that will enable them, actuate labour effectively and efficiently for improved performance.

In today's Nigeria with the prevailing economic depression and general hardship one would see that there is no much hope for the salary workers considering the rising inflation, the rise in the cost of living and the responsibility of catering for their families. Most wage and salary earners now see their pay package as sheer mockery of the prevailing market condition. The banking industry in Nigeria has been a dynamic one, with high level of competition both for

potential customers and experienced workers. Any bank that does not give out affective fringe benefits may likely loose their workers to other banks

hence this research examines the impact of fringe benefits on employee job performance with United Bank of Africa (UBA) Plc as a case study.

STATEMENT OF THE PROBLEM

Organizations especially the ones in the banking industry are expected to give out adequate fringe benefits to their workers. This is because workers expect the organizations to show concern and appreciation for their efforts. They expect their organizations to make provision for leave allowance, medical allowance, overtime pay, health protection benefits, house allowance etc. it is the wish of every organization to get the best from their workers, but human beings are known to have needs and they can only function well in an environment where their needs are looked into. Fringe benefits help to take care of the needs of the workers and employees like working for organizations that seriously consider giving out fringe benefits.

Unfortunately, this is not what is obtainable in various organizations in Nigeria. Many of these organizations do not care about providing medical allowance, health protection benefits,

house allowance etc, and this has affected their workers adversely leading to high labour turnover, absenteeism, late coming etc. Moreover, many organizations in Nigeria give flimsy excuses for not giving adequate fringe benefits. Some say the economic recession in Nigeria is the main reason and this has affected the performance of the workers. Inadequate fringe benefits will cause many of the workers in the banking industry to leave and find greener pastures elsewhere. Employees will like to remain in an organization, where their services are commensurate with their pay packages, which ca take care of their financial needs. Hence, if an organization does not offer such packages, including the fringe benefits, their workers are likely to find working other organization. When these two scenarios are evaluated, one can see that organizations that pay adequate

attention to fringe benefits seem to perform better than the ones that do not take it seriously. Hence, this

research examined impact of fringe benefits on employee job performance.

OBJECTIVES OF THE STUDY

The general objective of the study examined the impact of fringe benefits on the employee job performance. However, the specific objectives include:

(1) To ascertain the relationship between medical insurance and performance of workers of United Bank of Africa Plc.

(2) To determine the extent overtime pay affects the performance of workers of United Bank of Africa Plc.

(3) To examine the effect of annual leave on the performance of workers of United Bank of Africa Plc.

STATEMENT OF HYPOTHESES

Based on the research questions, the following hypotheses were formulated

Hypothesis One

H_0 : Medical insurance has no positive relationship with performance of workers of United Bank of Africa Plc

H_1 : Medical insurance has a positive relationship with performance of workers of United Bank of Africa Plc

Hypothesis Two

H₀: Overtime pay does not have a significant effect on the performance of workers of United Bank of Africa Plc.

H₁: Overtime pay has a significant effect on the performance of workers of United Bank of Africa Plc.

Hypothesis Three

H₀: Annual leave has no significant effect on the performance of workers of United Bank of Africa Plc.

H₁: Annual leave has a significant effect on the performance of workers of United Bank of Africa Plc.

CONCEPT OF FRINGE BENEFITS

Fringe benefits is seen as any form of compensation provided by the organization, other than wages or salaries that are paid for in whole or in part by the employer [6]. [7], define fringe benefits as that part of the total reward package provided to the employee. Fringe benefits focus on maintaining or improving the quality of life for employees and providing a level of protection and financial security for workers and for their family members. [8], asserts that Fringe benefits are supplements to wages received by workers at a cost to the employers. The term encompasses a number of benefits-paid vacation, pension, health insurance plans, etc.

which usually add up to something more than a 'fringe' and is sometimes applied to a practice that may constitute a dubious benefit for workers."

According to [9], the major objective of fringe benefits is to attract qualified, competent employees. An employer that provides a more attractive benefits package often enjoys an advantage over other employers in hiring and retaining qualified employees when the competing firms offered similar base pay. In fact, such benefits may create "Golden Handcuffs" making employees more reticent to move to other employers. Some common

examples more retirement or pension plans, medical and dental insurance,

education reimbursement, time off, paid vacation and use of company car.

OBJECTIVES OF FRINGE BENEFITS

1. To attract competent employees: Employees are known to be attracted to organizations that offer attractive fringe benefits. In this period of competition among organizations to attract competent employees, those organization that fail to offer these benefits usually loose their competent employees. This is because human beings have needs and they are attracted to organizations they feel that can take care of their needs. Time has passed when employees join organizations mainly because of the base pay or wages [10]. Nowadays, employees join organizations, not only because of the wages or salaries but because of fringe benefits attached to such works. These benefits may include employment security benefits, education and housing allowance etc.

2. Retain Competent Employees: According to [11], retaining competent employees is a major objective of employee benefits. It is one thing to attract employees, it is equally another thing to retain those employees. The fringe benefits attached to a particular job can make the workers to remain in the organization, retire and earn their pensions and gratuity in the organization.

3. To motivate workers: Workers, put in their best for the organization when they are motivated. These days such motivations come in the form of employee benefits. It is an open secret that organizations that attach some benefits to their jobs are able to motivate their workers to put in their best.

FEATURES OF FRINGE BENEFITS

- Fringe benefits are supplementary to regular wages or salaries.
- These benefits are paid to all the employees based on this membership in the organization.
- These benefits are indirect compensation because these are usually extended as a condition of employment and are not directly related to performance.
- Fringe benefits involve a labor cost for the employer and are not meant directly to improve efficiency.
- Fringe benefits raise the living standard of the employees.
- Fringe benefits refer to items for which a direct monetary value to the employee can be ascertained eg. Provident funds, pension, etc. On the other hand, service refers to the items like medical facilities, recreation, etc.
- These benefits may be statutory or voluntary.

TYPES OF FRINGE BENEFITS

The benefits and services to be included under the title 'fringe benefits' are numerous. A few of them are - Bonus for quality and attendance, contribution to group

The Chamber of Commerce, USA has included 5 types of benefits under fringe benefits.

1. Statutory payments such as old age pension unemployment insurance, group insurance, etc.

insurance plan, lay off and termination pay, travel expenses, suggestion awards, medical leave with pay, overtime, university and trade courses, etc.

2. Payment for pension and labor welfare
3. Rest or leave with pay
4. Payment for time not worked

Other benefits such as profit sharing, suggestions reward, reimbursement of tuition fees, festival allowance

Common Examples of Fringe Benefits

a. Maternity Leave: Section 29 of Employment Act (2007) provides that a female employee shall be entitled to maternity leave on full pay, if she gives not less than seven days written notice in advance, or shorter periods may be reasonable in the circumstances of her intention to proceed on maternity leave. A female employee is entitled to three months maternity leave in addition to any period of annual she is entitled to, and sick leave if she happens to fall sick during her time of confinement and with consent of the employer. A female worker on maternity leave is also entitled to be paid her full remuneration and other benefits to which she is otherwise entitled. According to [12], in comparison to those giving birth, a relatively small number of employees adopt children, but in the interest of fairness, a growing number of organizations provide benefits for employees who also adopt children.

b. Overtime: This is the payment over and above the normal salary and wage rates, where the premium may be one and a quarter to two times. It may be used among others; where the natures of the tasks are seasonally oriented such that some seasons are more heavily loaded with activity than others [13]. According to the Code of Regulations (2006), when it is established that an officer is required to work overtime, as a matter of urgent necessity and it is not possible to allow him equivalent time off in view of overtime allowance, to compensate and motivate him for the time, an allowance may be granted to him with prior approval of the Authorized Officer.

Other common fringe benefits include educational and House Allowance, Health Protection Benefits, Retirement benefits etc.

The Concept of Employee's Job Performance

Employee job performance refers to whether a person executes his job, duties and responsibilities well. Many

companies assess their employee's performance on an annual or quarterly basis in order to define certain areas

that need improvement. Performance is a critical factor in organizational success [14]. According to [15] employee performance is the job related activities expected of a worker and how well those activities were executed. Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement. A Learning

Management System can be a major influence in boosting employee performance by helping lower the training costs and increase the training effectiveness. You will be able to assign specific training to the employees who need it most, track when it has been completed, and have automated reporting to show you how well the course information was retained.

Features of Employee Job Performance

There are many employee job performance management solutions out there, however most of them are outdated and do not add value to the employee nor the employer. Having reviewed and used many employees job performance management software, it has been concluded that employee software should at least have the following features:

- Allow goals and objectives to be linked to overall business strategy: This way the employee would easily understand how his goals and objectives help his company grow.
- Effective goal management: The software should be structure in a way that allows the employee and the manager to review, edit and add goals through the performance cycle. Not just in the beginning or the end of the cycle.
- Feedback requests aligned to goals and objectives: Each feedback requested should be specific to an employee goal or objective. This way the feedback provider will be forced to be specific when providing feedback.

- Data-driven feedback forms: A "data filed" feedback approach will enhance the objectivity of the feedback and reduces subjectivity. Something I found missing from every system I have used so far.
- Anonymous feedback: The user should have the option to provide anonymous feedback to peers or managers. This will also enhance objectivity and address "elephants in the room" in terms of behaviour and attitude towards people.
- Learning curriculum linked to goals and objectives: This will help the employee to address skills he or she wants to build with a direct correlation to goals and objectives. Clearly the business will also benefit as training is targeting performance.
- Social media: From LinkedIn to Face-book and Twitter, it is clear that social media play a significant role in our life. Bringing it to our workplace will definitely enhance performance.
- Extensive analytics: Each piece of information collected should be analysed in such way that will allow better decision making. Such reports can be employee comparison, employee SWOT analysis, balanced scorecard, historic performance analysis.
- Talent growth focus - The purpose of the process other than enhancing performance should be to build on employee talents. This can be done by addressing employee potential in comparison to current performance.

Metrics for Measuring Employee's Job Performance

Three basic metrics often used by small business owners are:

- **Productivity Metrics.** Productivity is the bottom line for any employee, regardless of the job. It's the amount of work an employee accomplishes in a specific amount of time, such as a workday or week. Productivity should rise as an employee gains experience and proficiency. Productivity is often measured using numbers, such as selling or producing a certain number of widgets, or making a certain number of sales calls.
- **Efficiency Metrics.** This is a companion to productivity, measuring how much effort and/or expense is required for

an employee to maximize productivity. Coming up with a creative solution to cut costs, or reduce the number of mistakes made in production, or increasing the accuracy of data entry, are just a few examples.

- **Training Metrics.** Good training programs can boost productivity and efficiency when they are aimed at boosting specific performance outcomes. Written tests or post-training surveys are two ways to immediately evaluate the impact of your training initiatives. Longer term, training success will show up as improved results in your productivity and efficiency metrics.

Employee's role in job performance

Employees react individually and differently to similar circumstances [16]. For example, a retrenchment exercise may inspire one employee to invest his/her retrenchment package and start his/her own business. Another employee of a similar profile

may squander the lump sum received and respond to the retrenchment with depression and a feeling of rejection. Change can have a negative effect on employee motivation as can uncertainty about the future (Chemicals, 1998:157). Each person

has very different “needs, expectations, desires, goals and ambitions”. Over time, the level of importance placed on each aspect as well as personal growth, changes [17]. A person’s job has a bearing on the choices he or she will have to make regarding:

- Social status

- The suburb he or she will live in
- The schools that his or her children will attend
- The friends he or she will associate with
- Self-development and learning options.

Effect of Health Protection Benefits on Employee Performance

[18], states that the health of the workforce is inextricably linked to productivity of the workforce and the employers increasingly recognize this link and are interested in improving workers health promotion benefit programmes. Also many employers allow employees to miss a limited number of days because of illness without losing pay. Some employers allow employees for unused sick leave. Some organizations have shifted emphasis to reward people who do not use sick leave by giving them well-pay-extra pay for not taking sick leave [19]. Medical privileges are intended to assist a worker and his family in maintaining good health, since a healthy employee is an assets to the organization. Some organizations have incorporated out-

patient medical benefits into personal emoluments, thereby making the worker responsible for his own medical requirement. Employee health problems are varied and somewhat inevitable. They can range from minor illness such as colds to serious illnesses related to the jobs performed. Some employees have emotional health problems, other have alcohol or drug problems. Some problems are chronic, others are transitory. But all may affect organizational operations and individual employee productivity.

Another effect of health protection benefits on employee productivity is that it motivates the workers. Some workers are known to work in organizations, where the risk and

hazard involved in their works are high. When the organization does not offer adequate and enough health protection benefits to those workers, they are likely not to put in their best. This is because they feel that if anything happens to them, the organization will not be able to come to their aid.

Effect of Retirement Benefits on Employee's Performance

Retirement plans in addition to serving as a tax-advantaged means of accumulating retirement income, can enhance productivity [20]. Pensions strongly influence workers' behavior, giving younger workers a compelling reason to continue working for their employer and encouraging older workers to retire on a timely basis. In Nigeria, so many workers are afraid of going on retirement [21]. Some workers falsify their age and other things to avoid retiring on time. The reasons are not farfetched. The organizations may not be offering adequate retirement benefits. Pension, equally influences the type of worker a firm attracts. it can help an employer attract workers who exhibit desirable behavior patterns. In

Another effect of Health Protection Benefits on Employee Productivity is that it gives the employee a sense of belonging in the organization. When an employee knows that his organization considers his health in their day to day activities, it gives them a sense of belonging which increases the overall employee productivity.

America, for instance, by the end of the 20th century retirement was a fully institutionalized life stage for most of its workers. Retirement became an earned benefit in reward for years of service to a particular organization to an industry or more generally to the productive society. Most importantly, in this transition, older workers in the final decades of the 20th Century were exposed to models of retirement that offered leisure freedom and flexibility for the "final years" of life. While some of these models were structured around a primary component of leisure or recreation, perhaps the majority incorporated significant themes of productive engagement [22].

Effect of Educational and House Allowance Benefits on Employee's Performance

Employers have found that educational and tuition and assistance benefits are highly desired by employees. These programmes have been found to aid employee retention and recruitment [23]. The programme normally covers some or all costs associated with formal education courses and degree programmes, including the cost of books and laboratory materials. An organization can also reduce unwanted turnover and related recruiting, hiring and training costs by shifting these costs from developing new employees to keeping experienced employees. You can motivate employee to increase productivity by providing opportunities for career development (training or schooling).

At the same time you have improved the worker's skills and shown recognition of the worker's value and aspiration. A tailored benefit can be

worth as much to an employee as a pay rise. Such a benefit is practical because it probably costs no more than worker unrest and diminished productivity and it is probably less costly than a comparable pay rise [24]. Company housing or house, rent allowance s offered by organizations who feel obliged to help an individual meet one of the basic needs of a roof over one's head and to enable them have access to reasonable accommodation while on official duty. Senior employees are provided with accommodation which may be owned by the organization. However, other organizations reimburse rent payment

Effect of Leave Allowance on employee's Performance

Annual leave is a period of time off work that an employee is entitled to after every 12 consecutive months of service with an employer. Under

section 28 of the Employment Act of Nigeria, annual leave is 21 working days, during which the employee is entitled to full pay. Also the

Regulation of Wages Order (of various industries), subsidiary to the Regulations of wages and conditions of Employment Act specifies that an employee proceeding an annual leave is entitled to payment by his employer. The order specifies various amounts to different industries, though it has been altered and increased with time depending on various industries and factors. According to [25], Leave is granted for recuperative purposes to enable and employee renews his energies and

improves efficiency. Leave is taken without loss of seniority or benefits but is subject to exigencies of service. In addition to normal full pay, an employee who takes a minimum of one-half of his annual leave entitlement is eligible for leave allowance once a year. Employees, stationed in any designated hardship area may proceed on leave twice a year and is eligible for payments of leave allowance twice per year.

THEORETICAL FRAMEWORK

Expectancy Theory

This study will be predicated upon the expectancy theory of motivation by Torrington and Redmond. The expectancy theory of motivation provides an explanation of why individuals choose one behavioral option over others. The basic idea behind the theory is that people will be motivated because they believe that their decision will lead to their desired outcome [26]. Expectancy theory proposes that work motivation is performance and outcomes and individuals modify their behavior based on their calculation of

anticipated outcomes [27]. This has a practical and positive benefit of improving motivation because it can, and has, helped leaders create motivational programmes in the workplace. This theory is built upon the idea that motivation comes from a person believing that he/she will get what he/she want in the form of performance or rewards. Although the theory is not all inclusive of individual motivation factors, it provides leaders with a foundation on which to build a better theory of motivation because it emphasizes individual perceptions of the environment and subsequent

interactions arising as a consequence of personal expectations.

Need Theory

According to [28], needs based motivation theory is based on the understanding that motivation stems from an individual's desire to fulfill or achieve a need. Human beings are motivated by unsatisfied needs before higher needs can be satisfied. In general terms, motivation can be defined as the desire to achieve a goal, combined with the energy, determination and opportunity to achieve it. The basic premise of the need theory is that people are motivated to obtain outcomes at work that will satisfy their needs. It complements the expectancy theory by exploring the depth at which outcomes motivate people to contribute valuable input to a job and perform at high levels. A manager must determine what needs the person is trying to satisfy at work and ensure that the person receive outcomes that help to satisfy those needs when the person performs at a high level and helps the organization achieve its goals.

In Maslow's Hierarchy of Needs theory, the most basic human needs, represented by food, water, shelter and safety are considered essential for human existence. Higher-order needs are those associated with social activities, esteem building and self actualization or constant self-improvement. Elaborating further on this theory, [29] stated that each of these needs operates at all times, although one deficient set dominates the individual at any one time and circumstance. The motivation experienced by humans to fulfill these needs is either derived from in either derived from internal or external factors. People who experience internal motivation are influenced by factors that cause a sense of accomplishment and pleasure, while externally motivated people are commonly influenced by factors controlled by others, such as money and praise.

Empirical Review

In a study carried out by [11] on the effect of retirement benefit on employee job performance, the study was conducted in Lagos using the survey method of research and the questionnaire as the major instrument

of data collection. Ten (10) corporate organisations were studied and it was found that retirement benefit has a significant effect on employee job performance.

In a related study, carried out by [5] in Lagos on the relationship between medical insurance and employee job performance, the study was equally carried out in Lagos using the survey method of research and it was found that medical insurance has a positive relationship with employee job performance.

Furthermore, in a study conducted by [18] in Lagos on the extent overtime pay has affected employee job

performance, fifteen (15) corporate organisations were studied using the survey method of research and it was found that overtime pay has affected employee job performance to a large extent.

Finally, in a related study carried out by [21] in Lagos on the effect of annual leave on employee job performance, five (5) commercial banks were studied using the survey method of research and it was found that annual leave has a positive effect on employee job performance.

METHODOLOGY

Research Design

Research design described as the plan or sketch for carrying out a research. It deals with how to handle a complete research with emphasis on data collection technique, analysis and interpretation called for, in a scientific research [9]. Research design means the plan or blue print on how to go

about data collection and analysis all aimed at providing solution to the problem under investigation.

The study adopted a survey research method in conducting this study. Survey involves the systematic gathering of information from respondents for the purpose of predicting some aspects of the

behavior of the population. Survey is used because it is convenient for both small and large population in terms of cost.

Population of the Study

Distribution of population

S/NO	Cadre of worker	NUMBER OF WORKERS
1	Management	8
2	Middle	23
3	Lower	28
	Total	59

Source: Field Survey 2018

Therefore, the population of the study is 59.

Instrument of Data Collection

Data for this study were collected by the use of the questionnaire and interview guide. The researcher distributed some copies of the questionnaire to the respondents and some of those respondents were interviewed by the researcher.

Questionnaire: These are series of questions in a paper written with pen or print in nature in order to solicit the response of respondents in a survey research. The researcher will use structured or closed-ended questions. The questions in the

The population of study for this research comprises the management, middle and lower cadre of UBA station road branch. The population is as follows:

questionnaire will be formulated to reflect the researcher questions.

Validity of the Instrument

By validity of the instrument, we mean the extent to which the instrument measures what it is supposed to measure or accomplishes what it is supposed to accomplish. To test the validity of the instrument, the researcher used the expert (face) validity where the opinion of the supervisor, who is an expert in this field were sought.

Reliability of the Instrument

To test the reliability of the instrument, the researcher used the test re-test method where those

respondents who have been given questionnaire initially, were later be given the same questionnaire. Their responses in the second questionnaire were compared with the first one.

Techniques of Data Analysis

The data for the study were presented in tables, using the five likert system of:

SA	=	Strongly Agree
A	=	Agree
U	=	Undecided
D	=	Disagree
SD	=	Strongly Disagree

The hypotheses were tested using the chi-square distribution formula. According to the chi-square formula.

$$X^2 = \sum \frac{(f_o - f_e)^2}{f_e}$$

Where

X^2	=	Chi-square
Σ	=	Summation sign
f_o	=	observed frequency
f_e	=	Expected frequency

TEST OF HYPOTHESES

The Pearson Fisher chi-square formula was adopted in the test of hypotheses. According to the chi-square formula,

$$X^2 = \sum \frac{(O_i - E_i)^2}{E_i}$$

Where

X^2	=	Chi-square
\sum	=	Summation sign
O_i	=	Observed frequency
E_i	=	Expected frequency

Test of Hypothesis One

H_0 : Medical insurance has no positive relationship with performance of workers of United Bank of Africa Plc

H_1 : Medical insurance has a positive relationship with performance of workers of United Bank of Africa Plc

Distribution of Respondents on whether there is a relationship between medical insurance and performance of workers of their organization.

RESPONSES	FREQUENCY	PERCENTAGE
Strongly agree	23	43
Agree	21	39
Undecided	6	11
Disagree	3	6
Strongly disagree	1	1
Total	54	100

Source: Field Survey, 2018.

Constructing the test statistics, we have

Response	O _i	E _i	(o _i -e _i)	(o _i -e _i) ²	(O _i -e _i) ² /e _i
Strongly agree	23	10.80	12.20	148.84	13.78
Agree	21	10.80	10.20	104.04	9.63
Undecided	6	10.80	-4.80	23.04	2.13
Disagree	3	10.80	-7.80	60.84	5.63
Strongly disagree	1	10.80	-9.80	96.04	8.89
Total	54				40.06

The calculated value = 40.06

The degree of freedom, $n-1 = 5-1 = 4$ degree of freedom.

The level of significance is = 0.05.

The critical value at 4 degree of freedom and 0.05 level of significance is 9.49.

The calculated or chi-square value (40.06) is greater than the critical value (9.49).

Decision Rule: Reject the null hypothesis and accept the alternative hypothesis if the calculated value is greater than the critical value.

Test of Hypothesis Two

Ho: Overtime pay does not have a significant effect on the performance of workers of United Bank of Africa Plc.

Otherwise reject the alternative hypothesis.

Decision: Since the calculated value is greater than the critical value, the researcher accepted the alternative hypothesis which states that medical insurance has a positive relationship with performance of workers of United Bank of Africa Plc.

H₁: Overtime pay has a significant effect on the performance of workers of United Bank of Africa Plc.

Distribution of Respondents on whether overtime pay affects the performance of workers of their organization

RESPONSES	FREQUENCY	PERCENTAGE
Strongly agree	33	61
Agree	15	28
Undecided	4	7
Disagree	1	2
Strongly disagree	1	2
Total	54	100

Source: Field Survey, 2018

Constructing the test statistics, we have

Response	O _i	E _i	(o _i -e _i)	(o _i -e _i) ²	(O _i -e _i) ² /e _i
Strongly agree	33	10.80	22.20	492.84	45.63
Agree	15	10.80	4.20	17.64	1.63
Undecided	4	10.80	-6.80	46.24	4.28
Disagree	1	10.80	-9.80	96.04	8.89
Strongly disagree	1	10.80	-9.80	96.04	8.89
Total	54				69.32

The calculated value = 69.32.

The degree of freedom, $n-1 = 5-1 = 4$ degree of freedom.

The level of significance is = 0.05.

The critical value at 4degree of freedom and 0.05 level of significance is 9.49.

The calculated or chi-square value (104.63) is greater than the critical value (9.49).

Decision Rule: Reject the null hypothesis and accept the alternative hypothesis if the calculated value is greater than the critical value.

Otherwise reject the alternative hypothesis.

Decision: Since the calculated value is greater than the critical value, the researcher accepted the alternative

Test of Hypothesis Three

H_0 : Annual leave has no significant effect on the performance of workers of United Bank of Africa Plc.

hypothesis which states that privatization of public sector enterprise has a positive relationship with Gross Domestic Product (GDP).

H_1 : Annual leave has a significant effect on the performance of workers of United Bank of Africa Plc.

Distribution of Respondents on whether annual leave has a significant effect on the performance of workers of their organization

RESPONSES	FREQUENCY	PERCENTAGE
Strongly agree	28	52
Agree	19	35
Undecided	3	5
Disagree	2	4
Strongly disagree	2	4
Total	54	100

Source: Field Survey, 2018

Constructing the test statistics, we have

Response	O _i	E _i	(o _i -e _i)	(o _i -e _i) ²	(O _i -e _i) ² /e _i
Strongly agree	28	10.80	17.20	295.84	27.39
Agree	19	10.80	8.20	67.24	6.23
Undecided	3	10.80	-7.80	60.84	5.63
Disagree	2	10.80	-8.80	77.44	7.17
Strongly disagree	2	10.80	-8.80	77.44	7.17
Total	54				53.59

The calculated value = 53.59.

The degree of freedom, $n-1 = 5-1 = 4$ degree of freedom.

The level of significance is = 0.05.

The critical value at 4 degree of freedom and 0.05 level of significance is 9.49.

The calculated or chi-square value (53.59) is greater than the critical value (9.49).

Decision Rule: Reject the null hypothesis and accept the alternative hypothesis if the calculated value is greater than the critical value.

DISCUSSION OF FINDINGS

Discussion Based on Hypothesis One

Medical insurance has a positive relationship with performance of workers of United Bank of Africa Plc. The statement was confirmed to be true in the test of hypothesis one and review of related literature. The evidence is shown in the calculated value (40.06) which is greater than the critical value (9.49). In the empirical

Otherwise reject the alternative hypothesis.

Decision: Since the calculated value is greater than the critical value, the researcher accepted the alternative hypothesis which states that annual leave has a significant effect on the performance of workers of United Bank of Africa Plc.

review, [10] studied on whether medical insurance has a positive relationship with performance of workers of United Bank of Africa Plc, it was found that medical insurance has a positive relationship with performance of workers of United Bank of Africa Plc.

Discussion Based on Hypothesis Two

Overtime pay has a significant effect on the performance of workers of United Bank of Africa Plc. The statement was confirmed to be true in the test of hypothesis two and review of related literature. The evidence is shown in the calculated value (69.32) which is greater than the critical value

(9.49). In the empirical review, [7] studied on whether overtime pay has a significant effect on the performance of workers of United Bank of Africa Plc and found that overtime pay has a significant effect on the performance of workers of United Bank of Africa Plc.

Discussion Based on Hypothesis Three

Annual leave has a significant effect on the performance of workers of United Bank of Africa Plc. The statement was confirmed to be true in the test of hypothesis three and review of related literature. The evidence is shown in the calculated

value (53.59) which is greater than the critical value (9.49). In the empirical review, [13] studied on whether annual leave has a significant effect on the performance of workers of United Bank of Africa Plc.

SUMMARY OF FINDINGS

1. Medical insurance has a positive relationship with performance of workers of United Bank of Africa Plc. From the tested hypothesis one ($X^2_{cal} = 40.06$) is $>$ the critical value ($X^2_{tab} = 9.49$). Therefore, the research accepted the alternative hypothesis.
2. Overtime pay has a significant effect on the performance of workers of United Bank of Africa Plc. From the tested hypothesis two ($X^2_{cal} = 69.32$) is $>$ the critical value ($X^2_{tab} = 9.49$). Therefore, the research accepted the alternative hypothesis.

3. Annual leave has a significant effect on the performance of workers of United Bank of Africa Plc. From the tested hypothesis three ($X^2_{cal} = 53.59$)

is $>$ the critical value ($X^2_{tab} = 9.49$). Therefore, the research accepted the alternative hypothesis.

CONCLUSION

When employee rewards are aligned to the overall strategic objectives of the organization, there is an equivalent increase in productivity. This calls for adjustments at work places that ensure that hardworking employees are motivated to perform better. Maintaining healthy employee relations in an organization is a pre-requisite for organizational success. One way of maintaining good and healthy employee relations in an organization is by attaching lucrative benefits to every job and task carried out by every employee in that organization. Employee benefits which are the various non-wage compensations provided to employees in addition to their normal wages or salaries cannot be over looked by the management of an organization. Since the human resource of an organization is the most valued resource. This current era is highly competitive and organizations regardless of size,

technology and market focus are facing employee retention challenges. To overcome these restraints a strong and positive relationship and bonding should be created and maintained between employees and their organizations. In-order to achieve organizational goals, organizations must design various strategies to make employees happy, and place various incentives for them to benefit from, thereby adding value to themselves and increasing organizational performance. If employees are not satisfied with their job or work place, they tend to put little efforts at work or move to other organizations with better job packages. This can cost an organization so much, especially if they are losing a key and very competent staff to a competitor. In view of the findings, it can be concluded that employee benefits

significantly affects organization performance.

RECOMMENDATIONS

Based on the findings, the researcher recommends that:

1. Management of the banking industry should consider medical insurance as it has a positive relationship with performance.
2. Management of the banking industry should always reward employees who have stayed beyond the closing time by giving them overtime pay.
3. Annual leave should be made a priority for workers to make them rejuvenate and perform better.

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