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Considering Employee Housing and Social Security Services as Determinants of Timely Production and Quality Output

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Abstract: **This work considers how employee housing and social security service impacts on their timely performance as well as quality output. 200 copies of questionnaire were distributed to four manufacturing firms in Rivers state namely; West African glass company, new engineering, Alo-aluminium and First aluminium. Spearman Rank Order correlation was used for our analyses and from our findings, both employee housing and social security service significantly relates with employee timely production and quality output.**

Keywords: **employee housing, social security service, timely performance and quality output.**

1. BACKGROUND TO THE STUDY

Every employer expects optimum input of the employee that will enhance and facilitate the realization of objectives of the firm. The key idea of employee performance is increase productive capacity of the employees, being cost efficient, increase speed and motivation that optimizes the efforts and contributions of the management to the general performance of the organization, this in return involve cost such as compensation and fringe benefits from the employer to the employees. Employee performance is a measure that evaluates the impact of management policies on the firm. If management policies are well structured and managed, employees are bound to perform well. As noted by Williams (2010) the propagation of increase in employee performance is motivated by a broad range of internal factors such as retirement benefits, housing supports, social security, extra pay, training cost, salary administration and the development of adequate competence and expertise through human resource development programmes and compensation to every stakeholder, it enhance competitive advantage and make production of the firm beyond the geographic zone of the firm (Morrison, 2008).

Fringe benefits are wide range of benefits and services that employees received as an integral part of their total compensation package (Lumley, 2010). It constitute indirect compensation as they are usually extended as a condition of employment as they are usually extended as a condition of employment and not directly related to performance of concerned employee. It is historically traced to War Labour Board during the World War II to describe the various indirect benefits which industry had devised to attract and retain labour when direct wage increases were prohibited (Olumide, 2015). The purpose of fringe benefits is to increase the economic security of staff members and thus improve workers performance and reduce high employee turn over. Fringe benefit is tax free and cheaper to get through the employer than the market. It is critical to organizational performance and sustenance as it serves as a motional strategy to the employees. However (Divit, &, 2012) noted that substitution between wages and fringe benefits can have a negative impact on employee performance if workers find that they must sacrifice wages and accept provision for fringe benefit they do not necessary desire.

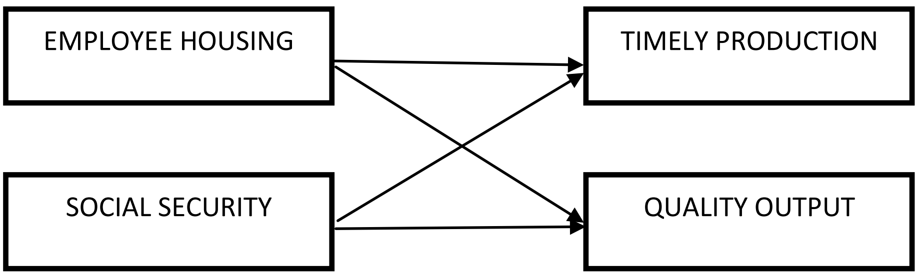
The problem in fringe benefits and employees performance is the developing countries like Nigeria are numerous. Significant proportion of the fringe benefits is in monetary value. Evidence had overtime shown that money does not motivate workers. Some of the amount given is so small that cannot be equated with the value of goods and services in the market. Thus mean nothing to the employee. Others are the nature of the fringe benefits and it's important to the employee. Some social security scheme facilities have little or no value to the employees. For instance an employee with five children has access to medical facility from the employer of himself and one of his children. This may not serve as a mechanism to motivate the employee for increase performance.

1.1 STATEMENT OF PROBLEM:

Establishing the determinants of performance remains at the foremost of empirical testing measures within the organization such as management policies, at first consideration, desirable job attributes such as fringe benefits should increase employee performance. However the past evidence is mixed at best and controversial at work (Armstrong, 2007), while valuable forms compensation employer provided benefits may lower earnings or reduce work mobility. The theoretical impact on fringe benefits and employees performance is not immediately clear. Although fringe benefits stand as an important piece of workers compensation packages, they have not been given attention in employee performance literature. It has merely acted as controls in most studies and not as the primary subject of scrutiny (Glen, 2006).

However, the role of fringe benefits has been viewed by two schools of thought; some looked at it as an incentive while others looked at it as moral hazard (Zingalas, 1995). Compensation can be useful for a aligning the actions of agents with desired organizational outcomes (Jensen & Murphy 1990). The controversial findings of researchers has deepened with the negative view supported by the corporate governance scandals in United State that began erupting in 2001 which flaw the executive compensation practice. In Nigeria, the relationship between fringe benefits and workers performance in manufacturing companies is lacking in literature as the existing few studies focused on the public sector. Therefore this study intends to examine fringe benefits and workers performance in manufacturing companies in Rivers State.

1.2 OPERATIONAL FRAMEWORK:



1.3 OBJECTIVE OF THE STUDY:

From the operational framework above and the research problem, the following are the specific objectives of the study:

i. To examine the relationship existing between employee housing and timely product.

ii. To examine the relationship existing between employee housing and quality output.

iii. To examine the relationship existing between social security and timely product.

iv. To examine the relationship existing between social security and quality output.

2. BASELINE THEORY

The psychologists Lane Beckes and his colleague James Coan are studying empathy and cooperation based on a radically different view of what it means to be human, a research tactic they call social baseline theory (Beckes and Coan 2011). Their working assumption is one that many would accept with little disagreement: being a social animal gives any species a genuine and practical advantage in the Darwinian struggle for survival and reproduction. And for humans at least, having the capacity to live and work closely with others also gives us a social baseline of emotional support and security. So much so, they say, that our social ties with other people are in effect an extension of the way the human brain interacts with the world. As a consequence, when we are around others we know and trust; we can let down our guard and relax.

From this perspective, the experienced payoffs are more than emotional. When we thus feel safe and secure, we are literally able to devote less energy and we would add, less time to staying alert for possible threats and uncertainties. Indeed, they have argued that the human brain has evolved to assume the presence of other people. In their words: "In our view, the human brain is designed to assume that it is embedded within a relatively predictable social network characterized by familiarity, joint attention, shared goals, and interdependence.

According to Beckes and Coan (2011), a major saving grace of human sociality is the energetic cost benefit of not having to be the only one looking out for number one (Beckes and Coan 2011; Coan and Maresh 2014; Coan and Sbarra 2015). While it would be grant that there may be such a cost benefit, we are uncertain how decisive this savings has been in shaping human evolution. After all, the probability of survival is determined not only by how much effort you have to put into the struggle. It can be argued that we are such strongly social animals for other reasons, too. First, we critically depend on social learning to know how to survive in the first place. Second, many of us but admittedly not all are predisposed socially and emotionally to be caregivers because our offspring wouldn't survive the first years of their lives if we weren't (Terrell 2015: 190–191).

To survive and reproduce, organisms must take in more energy than they expend a principle of behavioral ecology called economy of action. Social baseline theory (SBT), a framework based on this principle, organizes decades of observed links between social relationships, health, and well-being, in order to understand how humans utilize each other as resources to optimize individual energy expenditures. (Coan and Maresh 2014).

Furthermore, there is the matter of time. It may be true that time is money, but we humans are pretty good at wasting time for apparently no good reason, energetic or otherwise. And certainly there is no denying that when we feel safe and secure, many of us are willing to invest both time and energy in seemingly unproductive ways.

Consider, for example, the metabolic cost of the continuing mental activity in what has been dubbed the brain's default mode network (DMN) when we are not task-engaged. The reward of not having to attend closely to the practicalities of the world around us when we feel safely embedded in nurturing social networks may be the excitement Alice must have felt in Lewis Carroll's story after she had slipped through the looking-glass to explore the hidden wonders to be found therein (although judging by his singular account, Alice evidently did not find doing so as addictive as some today find the similar cognitive experience of playing online computer games). Just as those incarcerated in our penal system may be given time off for good behavior, so too, sharing the demands and burdens of life with others gives us time off to play with whatever takes our fancy on that landscape between our ears.

3. CONCEPTS OF FRINGE BENEFITS

The term "fringe benefits" was coined by the War Labour Board during the World War II to describe the various indirect benefits which industry had devised to attract and retain labour when direct wage increases were prohibited. Fringe benefits encompass a broad range of benefits; other than wages and salaries that organizations provide for their employees. Among others, they include worker's compensation in form of social security and unemployment insurance, housing, group insurance (health, dental, life etc.), disability and income protection, retirement benefits, day-care, tuition reimbursement, sick leave, vacation (paid and not paid), profit sharing, fund for education and other specialized benefits. They are offered to employees at the discretion of the management. Others include free or subsidized transportation, salary advance, employee stock–ownership scheme, performance awards and prizes, provision of lunchroom, payment of company-picnic, among others.

The purpose of fringe benefits is to increase the economic security of staff members and in doing so, improve workers' retention. The concept of fringe benefit is critical to organizational improved performance and sustenance. Schein (1988) when people are recruited, selected, trained and allocated responsibilities, management must focus on creating enabling environment that facilitates high level of performance over a long period of time and also to make it possible for individuals to meet some of their most important needs through the provision of incentives not expressly stated in their appointment letters. To this end, organizations must create an atmosphere for achieving satisfaction among employees as well as establish the best workable solutions for an optimal reward strategy by building into every aspect of an organization's climate those things which can induce people to act in a desired way. This is usually achieved by providing fringe benefits for its members of staff which could ultimately lead to better individual and organizational performance (Jensen and McMullen, 2007).

One of the oldest motivational strategies that have been in vogue in organizations over the decades is the financial incentives, otherwise known as salaries and wages. For the vast majority of people, the possibility of higher financial income is meant to spur co-operation and higher efforts for the achievement of improved productivity (Williams, 1978). Also, Tobes (1977) stressed that the idea of money as a prime motivation dies hard. He noted that financial incentive in the society represents the power to save or the power to spend money, buy things that people value, thus, providing a psychological lift through the acquisition of economic goods. Therefore, financial incentive is looked upon as an instrument for motivation; however, it is believed among many that fringe benefit is a potent motivation factor.

Donaldson and Scannel (1979) have contended that man is primarily motivated to achieve desired goal through financial incentives. On the contrary, Whyte (1959); Brown (1974); Elton Mayo (1954); and Hertzberg (1968) have argued that financial incentive is less significant to motivate workers and to engage in their duties judiciously and efficiently. To these scholars, financial incentive is important to gear people to work hard but does not guarantee continued improved performance and retention.

Mennels (1976), in his work titled "exchange theory" looks at many studies in the literature, and argues that social exchange as a regulated form of behavior in the context of the societal rules and norms, it is much more important when determining what motivates individuals. In other words, social exchange, presupposes a process of reciprocity, that is, exchange is a matter of give and take and people enter new social relationships because they find them rewarding and continue to participate because of anticipated reward. As such, many studies in the literature, have examined the impacts of fringe benefits on workers' performance; and by extension on organization's productivity (Al-Nsour, 2012; Scheepers, 2009; Pouliakas 2008; Pinar, 2008; Arnolds and Venter, 2007; Kaya, 2007 and Sezen 2002). According to Lawler (2003), successes and survivals of organizations are determined by the way workers are remunerated and rewarded. Dixit and Bhati (2012), argue that poor compensation packages have been a major factor affecting employees' commitment and productivity. They argue that for any organization to achieve its set objectives in any competitive society, employers must have a thorough understanding of what drives employees to perform efficiently and reward them accordingly.

Armstrong (2007) equally noted that there is absolute need for employees to be motivated through adequate incentives plans and reward systems as this will invariably encourage them to be proactive and have the right attitude to work, thereby promoting improved organizational productivity and commitment. In doing this, Spector (1997) stressed that organizations often provide fringe benefits and other "perks" to their employees in order to create a more comfortable workplace, increase overall productivity and facilitate greater level of efficiencies. He submitted that employers should therefore understand the potential tax implications of fringe benefits both to the organizations and to the employees. In the opinion of Glen (2006), fringe benefits have been singled out of the compensation packages as capable of ensuring job satisfaction, influencing people's attitude towards better performance in an enduring manner.

Mowday, Steer and Porter (1979) submitted that job satisfaction is affected by personal and organizational factors, which cause an emotional reaction affecting organizational commitment. The consequences of job satisfaction include better job performance and a reduction in withdrawal and counterproductive behavior (Morrison, 2008). Since job satisfaction involves employees affect or emotions, it influences are organizations well-being with regards to job productivity, employee turnover, absenteeism and life satisfaction (Sempane, Rieger and Roodt, 2002; Spector 2008). Conversely, employees who are adequately exposed to adequate fringe benefits are crucial to an organization's success, and therefore efforts must be made to understand workforce in an organization with the purpose ensuring the administration of appropriate compensation schemes; fringe benefits because this can be a driving force in strengthening organizational commitment, (Schein 1996). It is in realization of this fact that made the concept of organizational commitment attractive to several scholars and researchers to better understand the intensity, quality and stability of employees' dedication to the organization (Lumbey, 2010). In their research work, Allen and Meyer (1990) identified a link between administration of fringe benefits and organizational commitment and concluded that employees who are strongly committed to the organization are less likely to leave it.

3.1 Employee Housing:

A survey carried out by Olanrewaju (2011), revealed that, within six years of employee housing existence, the scheme claimed to have recorded a number of pluses, some of which are: Over 5 million enrollees accessing care through the scheme, 2 states (Cross River & Bauchi) already folded into the scheme, about 20 more at various stages are folding in, Developed operational tools e.g. operational guidelines, protocols etc., Accredited 7850 health facilities across the country, Accredited 61 HMOs to run the scheme, Developed blueprints for implementing the informal sector programme, community-based and Tertiary Institution Social Health Insurance programmes, Secured approval to implement MDG subsidy funding for pregnant women and children Under-5, Employment generation from activities of new HMOs and expanded capacity of providers, Near completion of a robust IT platform (employee housing) to drive operation and regulation of the scheme, Establishment of a vibrant National Call Centre, Establishment of central data centre, Draft of new Employee Housing Act, Re-organization and restructuring of the employee housing to meet future challenges, Monitoring and evaluation system in place for HMOs and providers, Enhanced funding to providers (public and private) and improvement of quality of care.

An extensive survey carried out by the “Nigerian Tribune” revealed a number of challenges encountered by the scheme. Some of which are: Inadequate coverage, low quality of social security scheme services, high cost of premium charges by enrollees, low level of awareness about the scheme and lack of health facilities or medical centers for smooth take off of the scheme in rural areas. Despite these challenges, managers of the scheme are committed to ensuring optimal and quality health service delivery to the populace.

3.2 Social Security Scheme:

Social security scheme providers under fringe benefits scheme shall provide the following benefit package for health care to the contributors: Out-patient care, including necessary consumables; Prescribed drugs, pharmaceutical care and diagnostic tests as contained in the National Essential Drugs List and Diagnostic Test Lists; Maternity care for up to four (4) live births for every insured contributor/couple in the Formal Sector Programme; Preventive care, including immunization, as it applies in the National Programme on Immunization, health education, family planning, antenatal and post-natal care Consultation with specialists, such as physicians, pediatricians, obstetricians, gynecologists, general surgeons, orthopedic surgeons, ENT surgeons, dental surgeons, radiologists, psychiatrists, ophthalmologists, physiotherapists, etc.; Hospital care in a standard ward for a stay limited to cumulative 15 days per year. Thereafter, the beneficiary and/or the employer pay. However the primary provider shall pay per diem for bed space for a total 15 days cumulative per year. Eye examination and care, excluding the provision of spectacles and contact lenses; A range of prostheses (limited to artificial limbs produced in Nigeria); and Preventive dental care and pain relief (including consultation, dental health education, amalgam filling, and simple extraction).

4. CONCEPT OF WORKERS PERFORMANCE

Performance is considered to be a construction (Quinn and Rohrbaugh, 1983; Venkatraman and Ramanujam, 1986; Henri, 2004) and the purpose of defining this concept is to determine its properties and dimensions. The notion of performance has an abstract character and its definition is made by reference to other concepts, on which we believe that performance is built. A concept is itself an abstraction of observable or measurable facts; certain concepts are at a high level of abstraction, and their explanation is achieved through other concepts, so they are called constructions (Quinn and Rohrbaugh, 1983).

This definition of Bourguignon (1997) assimilates performance with an “action”, with a certain “behavior” (in terms of a dynamic view, meaning “to perform”) and not just as a “result” (in terms of a static view). A result is nothing if considered alone, because it cannot be separated from means of its activities and objectives: performance is based on logical action stages, starting with the intention and going till the actual result. Furthermore, we can make a distinction between “performance” and “being efficient” (Vilain, 2003), due to the fact that performance can be described more as a result of the past, while being efficient means to achieve the objectives in the future.

(a) Performance means, firstly, reaching the strategic objectives. This is actually the meaning of the concept of "efficacy". This concept forms the rational model in which the organization is perceived to be mechanically, which means that efficiency is implicitly taken into account in setting goals and effectiveness is measured quantitatively.

(b) Performance is an unstable balance between efficiency and effectiveness (Ostroff and Schmitt, 1993). Performance is also seen as a state of the enterprise's competitiveness, reached by a level of effectiveness and efficiency that ensure sustainable market presence (Niculescu and Lavalette, 1999).

(c) Performance involves also the economic concept of creation of wealth or value to the organization. Thus, performance is a relation between cost (operation cost the organization) and the value of benefits obtained (Lorino, 2001). Two of the concepts that dominate modern management organizations are value and performance. A performance measure is to assess the value and by knowing the causes that generate value we can performance. In conclusion, value and performance are two adjacent concepts (Vilain, 2003).

To the two conceptions of performance presented at points (a) and (b), we added the third conception described at point (c) due to the fact that it imposes the notion of sustainability. Kettinger et al. (1994) associate the concept of performance on sustainability which involves maintaining sustainable performance gained or achieved. This concept comes from an idea that was taken from the Report of the United Nations in 1987 entitled "Our Common Future" (Elkin, 2002) and is based on the idea that the economic future is closely linked to the health and integrity of natural systems. They can be met without compromising the requirements of this ability of future generations to satisfy their needs, it makes the transition from economic growth to sustainable development or environmentally sustainable economic development (Elkin, 2002). Sustainable development involves the integration of economic planning ecologist and has proven to be difficult to detect in an acceptable definition. Things get even more complicated when the term is associated with the companies. Some equate organizational sustainability with the process of surviving on the marketplace. Performance can be defined as long-term prosperity and power held by a company against its competitors. Moreover, associating the term sustainable directs attention to future performance, if performance is somehow seen as a last result (Vilain, 2003). The concept of sustainability is integrated into management and management accounting issues, making reference to the concept of value. Destruction or poor distributions of value are threats to business continuity. Integrated management control developments need to manage value through customer value management (or customer value), taking into account strategic factors (often external company). Moreover, the concept of sustainable performance is based on the idea that the client is one of the business partners (known as stakeholders) able to participate in the process of value creation.

5. TIMELY PRODUCT

Companies expect employees to abide by the policies and procedures of the human resources department. Therefore, it is best if companies also abide by the same policies and procedures. If a review policy states that reviews are given on the yearly anniversary of the hire date, it is best practice to observe the policy requirements.

Timely product reviews provide an opportunity to have conversations with employees that managers may not otherwise make time to do. A well-written timely product review that is discussed with the employee serves many purposes and can help turn a mediocre employee into a valued contributor. On the other hand, a written timely product review that is discussed with an underperforming employee can serve as documentation that timely product concerns were clarified before the employer took some adverse employment action. Either way, dedicating the time and energy to a timely product review process is time well spent.

If a timely product management policy sets a time frame for delivering annual timely product reviews, failure to comply with the policy can cause problems later if an employee is disciplined or terminated and does not agree with the action taken. Oftentimes, the issue that caused the employer to take action could have or would have been addressed in the review. In that case, an employee would be on notice of timely product issues as well as the employer's expectations for addressing the issues. By communicating in this way, employers can help a poorly performing employee turn the timely product issues around and become a vital contributing member of the workforce. Or, if poor timely product continues, a timely and accurate review helps provide a basis for taking adverse action.

If an annual review is required but is delivered late or not at all, the company's failure to follow its own policies can be used against it. Employees may claim, after termination or discipline, that timely product concerns were not communicated. This failure to communicate can be used to bolster an adversarial position against the company or, at the very least, to persuade a jury that the employer was not "fair." Also, failure to deliver timely reviews can be used to paint the manager as uncaring or inadequate in a leadership role. This too can be used against the company in a later lawsuit.

Companies invest a lot of money in designing timely product management systems. Oftentimes, however, managers are not well trained in the process and the money spent is wasted. Good timely product management requires that managers are educated in the written and oral communication skills that will be needed. This is particularly helpful since most people are naturally reluctant to have conversations that will be uncomfortable or confrontational. If trained, a manager is better prepared to look out for the employer's and employee's interests. And mastering the review process is one of the indicators of a manager's competence.

It is a benefit to the employer and the employee to deliver timely reviews. The review can serve as documentation of good and bad timely product. And if the relationship becomes adversarial later, a properly written, timely review can help show that the employer was communicating with the employee about timely product issues. On the other hand, if an employee listens to constructive feedback and changes his or her timely product accordingly, an employer will benefit from having longer-term relationships with good employees.

As a result, timely reviews are a win-win for both the employee and the employer. Work with human resources to become effective in the review process and you should be pleasantly surprised at the results.

6. QUALITY OUTPUT

Quality output (sometimes referred to as workforce productivity) is an assessment of the efficiency of a worker or group of workers. Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average for employees doing similar work. Because much of the success of any organization relies upon the productivity of its workforce, quality output is an important consideration for businesses.

The capacity for collaboration has always been important for productivity. In the early days of the corporate network, email and video conferencing provided productivity gains and lowered costs. Newer mobile collaboration tools make it much easier for geographically dispersed employees to work together. Tablets, smart phones and laptops let users connect with colleagues anywhere, at any time.

According to proponents, the BYOD (bring your own device) trend makes employees more productive. Because employees are working on devices that they own and are used to, they're likely to use them more often. The devices are mobile by definition, so whether an employee is taking notes in a meeting, reviewing documents during a commute or preparing the next day's agenda while watching television, he can accomplish more in a way that doesn't impact his personal time as significantly as it would if he had to work from a desktop computer. Simultaneously, however, constant connectivity and the rise of social networking have made it easier and more tempting for employees to waste time on the job. To prevent online time-wasting (sometimes called cyber slacking), some organizations monitor employees or limit the sites they can access from the corporate network.

Email processing consumes a significant portion of many employees' time, estimated to be about 30 percent of a lot of knowledge workers' jobs more if email is not efficiently handled. Effective email management practices can lessen email's negative impact on productivity. Such practices include limiting the number of email processing sessions each day and limiting the amount of time spent per session. Some also organizations limit the hours during which email is accessible on the corporate network.

Management is just one approach to limiting the number of interruptions an employee encounters in the run of a day. Researcher Gloria Mark found that, on average, workers are interrupted every 3 minutes and that it takes 23 minutes after even a very brief interruption to return to the original task. Interruption science explores the impact of disruptions on productivity. Quality output is one element of IT productivity, the relationship between an organization's technology investments and its corresponding efficiency gains, or return on investment (ROI).

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7. EMPIRICAL REVIEW

Oi (1962) proposed a short -run theory of employment that rests on the premise that labor is a quasi-fixed factor. Employers can change their labor input by changing the number of employees, the hours per employee, or both. The way in which they adjust will depend on the relative costs of the different options. Quasi-fixed costs that they do not increase proportionately with hours worked drives a wedge between the marginal cost of hiring an additional worker and working an existing worker more hours. This generates an important distinction between the number of workers and hours worked per worker in yielding a given labor input. Some of these quasi-fixed costs will bias firms toward working the existing employees more intensively instead of hiring additional employees. Increasing the number of employees would be more costly given the quasi-fixed costs.

Ehrenberg and Schumann (1983) provided evidence that quasi-fixed employment costs influence employer overtime choices. Their study used establishment - level data from various years of the Employer Expenditure for Employee Compensation surveys. The basic empirical methodology was to regress annual overtime hours per employee on control variables and the ratio of quasi-fixed labor costs to the overtime wage. Typical findings indicated a statistically significant positive association across establishments between this ratio and the use of overtime. A few studies have applied the quasi-fixed costs theory to working hours. For example, the quasi-fixed costs theory has been applied to show that an increase in the cost of providing health insurance has a significant effect on work hours.

Cutler and Madrian (1998) using data from the Current Population Survey (CPS) and the Survey of Income and Program Participation (SIPP), showed that rising health insurance costs during t he 1980s increased the hours worked by those with health insurance by up to 3%. Katestner and Simon (2002) also examined data from the 1989-1998 March Current Population Surveys and found that the number and type of state mandated health insurance benefits were unrelated to weeks of work, wages, and the prevalence of private insurance coverage, but positively associated with weekly work hours. Dolfin (2006) used the 1982 Employer Opportunity Pilot Project (EOPP) cross-sectional firm- level US data to examine the size of firms' quasi-fixed employment costs and the importance in affecting hours of work. The measures of quasi-fixed employment costs used relate to recruiting, search, hiring, training, and firing. The results show that higher costs are associated with longer hours.

Bell and Hunt (1999) used the UK Labour Force Survey for 1993/ 94 to examine the determinants of paid and unpaid overtime work for both males and females. In their study, working paid hours were associated with manager status, age, being married, high standard hourly wages, and union coverage. Our analysis differs from previous studies in some other important ways. First, we use cross-sectional data on individuals, whereas most previous studies used only firm- or industry - level data. The use of data at the level of individuals allows us to control for a variety of supply - side factors affecting individual work decisions that cannot be accounted for with firm -level data. Second, most studies have focused on the health insurance, which is only part of total nonwage compensation, as a quasi-fixed cost effect. The quasi-fixed costs considered in our study included fringe benefits such as health insurance, a pension, and employment insurance as a quasi-fixed cost effect. Dolfin (2006) examined recruiting and training costs as quasi-fixed costs, t hey used the total hours worked per week as a dependent variable and did not distinguish among standard working hours, unpaid overtime hours, and pa id overtime hours, although the overtime premium wage rate is usually larger and different from the STRAIGHT-TIME HOURLY WAGE.

8. RESEARCH DESIGN

Generally, a research design is a plan of study that guides the researcher in seeking answers to his/her research questions, (Bandam, 2001). There are two types of research designs, the experimental, which deals with all the elements of the design being largely under the control of the research, while the quasi-experimental is one in which the various elements of the design are not under the control of the research. The study was descriptive in nature and adopted the survey design. The choice of this design was due to the fact that the researchers perceived it as being appropriate because of their lack of control over the responses and inability to manipulate sample subjects.

8.1 POPULATION OF THE STUDY:

The study population of the study comprises selected manufacturing companies in Rivers state.

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9. SAMPLING PROCEDURE AND DETERMINATION OF SAMPLE SIZE

Due to limited time and resources, the researcher adopt the random sampling techniques to select from the population, 50 copies of questionnaire would be distributed to the following manufacturing firms

1. West African Glass Industry, Trans-Amadi
2. New Engineering, Trans-Amadi
3. Alo-Aluminum, Aba Road
4. First Aluminum, East-West Road

10. VALIDITY OF RESEARCH INSTRUMENT

To enhance the validity of the research instrument used, a draft copy of the instrument was given to ten post graduate students from University of Port Harcourt and my fellow office staffs whose constructive criticisms were taken into consideration to ensure that the questionnaire contained all the relevant dimensions of the study.

11. RELIABILITY OF RESEARCH INSTRUMENT

Towards assuring the reliability of the instrument, a test re-test method was used. Attempt was made to include relevant measures in order to certify the reliability of the research instrument used for data collection. The aim was to find out how consistent the instrument would be in collecting the required data for analysis.

12. DATA COLLECTION

Data were generated using a structured questionnaire and was self-administered to consented participants. It consisted of 43 items and compartmentalize into four sections. The questionnaire comprised of questions on socio-demographic characteristics the firms. The gathering of relevant information for the study is both vital and necessary if the objective of the study is to be achieved. The researcher would source for primary data for the study. The source of primary data was through questionnaire. The copies of the questionnaire were administered with the aid of the personnel officer's in the selected manufacturing companies, after due consultation.

For the purpose of analysis, this study adopted both the descriptive and inferential statistics in the analysis of data. Primary data were analyzed using the simple percentage, frequency distribution and Spearman rank correlation coefficient with the aid of the Statistical Package for Social Sciences, (SPSS) Version 20.0.

13. DATA ANALYSIS TECHNIQUES

The spearman's rank order correlation is usually designated as Rho. It ranks paired observations, thus requiring at least ordinal data. Rho, symbolized by rs or p, measures the degree relationship between two sets of ranked observation. In other words, it indicates the degree of effectiveness in predicting one-ranked variable based on another ranked variable.

Rho assumes any value from -1 to +1 indicating perfect correlation and 0 no relationship. The rank correlation coefficient has the following formula.

$$rs = 1-\frac{6\sum d^2}{N^3 - N} \quad \text{or } rs = 1-\frac{6\sum d^2}{N(N^2-1)}$$

Where $\sum d^2$ = sum of the squared differences in the ranking of the subject on the two variables.

N = number of subjects being ranked.

The questionnaires were manually sorted out and analyze using Statistical Package for Social Science (SPSS, version 20.0). Data was summarized using frequency tables, graphs, means and standard deviations.

14. DATA ANALYSES AND FINDINGS

Name Of Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	WEST AFRICAN GLASS COMPANY	45	27.1	27.1	27.1
	NEW ENGINEERING	39	23.5	23.5	50.6
	ALO-ALUMINIUM	42	25.3	25.3	75.9
	FIRST ALUMINIUM	40	24.1	24.1	100.0
	Total	166	100.0	100.0	

From the 50 copies distributed to these four companies, only 47 were retrieved from West African Glass Company and 45 were useful for analyses. From the 50 copies distributed to New engineering, 43 copies were retrieved and 39 was useful for analyses. Alo-aluminium and First aluminium also had 42 and 40 copies useful for analyses.

$H0_1$: There is no significant relationship between housing and timely production.

Correlations

			EMPLOYEE HOUSING	TIMELY PRODUCTION
Spearman's rho	EMPLOYEE HOUSING	Correlation Coefficient	1.000	.433**
		Sig. (2-tailed)	.	.000
		N	166	166
	TIMELY PRODUCTION	Correlation Coefficient	.433**	1.000
		Sig. (2-tailed)	.000	.
		N	166	166

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

Hypothesis one has a correlation coefficient of 0.433 and a p-value of 0.000 which is less than alpha of 0.05. it means there is a significant relationship existing between employee housing and timely production. Therefore, we would reject the null hypothesis. **$H0_2$:** There is no significant relationship between employee housing and quality output.

Correlations

			EMPLOYEE HOUSING	QUALITY OUTPUT
Spearman's rho	EMPLOYEE HOUSING	Correlation Coefficient	1.000	.303**
		Sig. (2-tailed)	.	.000
		N	166	166
	QUALITY OUTPUT	Correlation Coefficient	.303**	1.000
		Sig. (2-tailed)	.000	.
		N	166	166

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

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We would also reject our second hypothesis because of the correlation coefficient of 0.303 and p-value of 0.000. This means there is a significant relationship existing between employee housing and quality output.

$H0_3$: There is no significant relationship between social security firm and timely product.

Correlations

			Social security service	timely production
Spearman's rho	Social security service	Correlation Coefficient	1.000	.652**
		Sig. (2-tailed)	.	.000
		N	166	166
	TIMELY PRODUCTION	Correlation Coefficient	.652**	1.000
		Sig. (2-tailed)	.000	.
		N	166	166

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

Our third hypothesis shows a strong coefficient of 0.652 and a p-value which is also less than alpha. We therefore reject the null hypothesis which would also imply that social security has a strong relationship with timely production.

$H0_4$: There is no significant relationship between social security and quality output.

Correlations

			Social security service	Quality Output
Spearman's rho	Social security service	Correlation Coefficient	1.000	.249**
		Sig. (2-tailed)	.	.001
		N	166	166
	QUALITY OUTPUT	Correlation Coefficient	.249**	1.000
		Sig. (2-tailed)	.001	.
		N	166	166

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

Our final hypothesis shows there is a moderate significance with a coefficient of 0.249. There is also a p-value of 0.01 which is also less than alpha. This means there is a significant relationship that is not too strong existing between social security services and quality output.

15. CONCLUSION

From our research findings, we have seen that employees within the four manufacturing companies that were studied believe they do better when their employers provide them with such benefits that would make life meaningful for them. Factors like housing are necessities which require urgent attention as pointed out by Abraham Maslow in his hierarchy of needs. This point to the fact that any employee without adequate shelter cannot be happy at work and ultimately cannot perform his best because he would be distracted by thoughts of his needs and wants Apart from housing needs, social security needs which also consist of adequate healthcare facilities, recreational facilities, etc are also determinants for employee timely delivery and quality output.

16. RECOMMENDATIONS

The recommendations drawn from this study would be based on the outcome of our findings. We would recommend that manufacturing companies who have not realized the need for motivating their workers through fringe benefits should as a matter of fact find a place in their budget to include it. There is no way an unsatisfied man would produce a satisfying product. Thus, the need to ensure that even if the salary structure is not attractive enough, the fringe benefit should on its own build a motivating spirit in employees.

As a matter of urgency, every manufacturing company should ensure the health of workers should not be underestimated as there are possibilities of sustaining minor and major injuries while carrying out work activities and there is a need to also ensure that workers are being insured through the National Security and Health insurance scheme provided by the government so as to make adequate provision for compensating workers who have either sustained injuries or who may loose their life in the cause of duty.

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