

WORKPLACE WELLNESS PROGRAMMES AND EMPLOYEE PERFORMANCE IN AGIP OIL COMPANY IN PORT HARCOURT

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ABSTRACT

The study examined the relationship between workplace wellness programmes and employee' performance in Agip Oil Company in Port Harcourt. The purpose of the study was to examine how dimensions of workplace wellness programmes such as fitness centre, medical service, and cafeteria influence employee performance in terms of timely tasks completion, output level, and innovativeness. The correlational research design was adopted. The population for the study consisted of 450 staff of Nigerian Agip Oil Company, Port Harcourt, while the convenience sampling technique was used to obtain a sample size of 200 respondents. Out of 200 copies of the questionnaire administered, the researcher was able to retrieve 179 copies Arithmetic mean was adopted in answering the research questions, while Spearman ranking order correlation was used for the test of hypotheses at 0.05 level of significance. The following findings were made: Fitness centre has a significant' positive relationship with timely task completion; medical service has a significant positive relationship with employee output level; and that, cafeteria has a significant positive relationship with employee's innovativeness The study concluded that workplace wellness programmes enhances employee performance in Agip Oil producing company in Port Harcourt. The study therefore, recommended among others that, management should invest more in 'lie provision of fitness centres, medical scheme and cafeteria services to enhance employee motivation and performance.

INTRODUCTION

Background of the Study

Employees are the greatest assets of any organization. It takes the committed inputs of the workforce for an Oil firm such as Agip Oil Company to operate competitively and achieved its goals. It is in recognition of the indispensability of employees that Human Resources experts clamour for adequate wellness programmes to sustain workers' morale. The term wellness in Human Resource Management literature encompasses all the monetary, non-monetary structures that an organization provides for its employees to aid them improve on the work they perform. (Okere, 2013; Armstrong, 2012; Prince, 2016). There is relatively not enough available literature that examines pension or retirement benefits and workers attainment of goals. However, this research work has been done to examine health protection benefits and employees performance.

Wellness programmes have gained increased importance especially in the current dynamic and competitive environment. This is because it enables organizations to recruit and maintain employees as well as to increase organizational productivity (Dalvi and Ibrahim, 2013). It is important to maintain employees, create motivation and increase job productivity through diverse strategies like wellness programme. Oil companies such as Nigerian Agip Oil Company NAOC) design various wellness programmes based on employees' tasks and performance as well as in accordance with the organizational goals so as to improve performance and motivation. Nigerian Agip Oil Company (NAOC) limited started its operations in Nigeria in .962, in the upland and swamp areas of the Niger Delta under a joint venture agreement with Nigerian National Petroleum Corporation (NNPC), with concessional areas lying within Bayelsa, Delta, Imo and Rivers states

and its operational headquarters in Port-Harcourt (Agwu, 2013). The concessional areas encompass a total of 5,313 square kilometers, comprising of four Oil blocks: OPL 60, 61, 62 and 63. The company's flow stations and gas plants are connected to its export terminal in Brass through a 460km pipeline network while an additional 180 km pipeline network carries NGL and fuel gas to Eleme Petrochemical Company. Nigerian Agip Oil Company with a workforce of 40,568 employees is increasingly realizing the need to establish an equitable balance between employees' contribution to the company and the company's contribution to the employees, due to the continuous loss of man-hours, low performance of its workers, demanding raises to enable them toll Medicare, fitness and victuals problems. Hence, establishing this programme will enable the company to motivate its employees fairly, thus finding a lasting solution to its industrial relations challenges.

Armstrong (2012) argues that when workplace wellness programmes are well managed, desired commitment are achieved efficiently and effectively since the employees get a sense of mutual gain. This gain is always interterm with the organization as well as with the employee in the attainment of the defined target or goals. Workplace wellness programmes are aimed at enabling the health and social well-being of employees in achieving predetermined goals of getting the total commitment of employees. This is done using, numerous means and strategies which - include the provision of fitness centers, medical sciences, etc.

Organizations like Nigerian Agip Oil Company often provide fitness center which encompasses recreational facilities, gym setup or contract fitness consultancy firms to assist and motivate their staff. It is also important to note that medical service or allowances is a Workplace wellness strategy that guarantees workers of their health protection. This programmes from employer to employees are all in a bid to achieve optimal performance of employees (Deci and Ryan, 2020). Cafeteria appears to be one of the most important forms of workplace wellness programme for employees in an organization. It is the provision of suitable refectories or canteens and perhaps some edible palliatives for staff members in an organization. Employees are satisfied with their job when they are well-fed with healthy delicacies in a suitable place as at when due. It is also a culture in Oil firms to improve workers performance with wellness programmes. In line with human relations movement theories such as Abraham Maslow's hierarchy of needs. Hertzberg's two factor theory and Social Exchange Theory. These theories identify workers as human persons with needs and aspirations which the employer is supposed to help. Particularly, the social exchange theory sees the relationship between workers and their employer as social contract where both parties must play complementary role in meeting each other's expectations. When employees are adequately cared for, they feel appreciated and motivated to do more.

Employees are the greatest asset of an organization and management is often concerned about their performance. Employees in an organization are expected to achieve certain specific targets in their operation. One of the ways of the indicators of employee performance is task completion. For instance, an employee might have specific goals such as completing an annual report, developing a new filing system or procuring certain things for the organization (Leedum, 2016). The extent to which the employee completes the assigned task(s) is an indicator of his level of performance. Another dimension of employee performance is the output level. In Nigerian Agip Oil Company, supervisors pay special attention to the volume of work or quantity of produce, punctuality and timely completion of specific task assigned to individual staff. The performance of the employees invariably translates to organizational performance. Innovativeness of employee is very vital in the workplace. As a measure of performance, innovativeness is the employees' ability to think creatively and imaginatively with the motive of introducing and implementing new work

strategies. An employee with high sense of innovativeness tend to be more of more demand by employers in the labour market due to their creative and problem solving skills.

For these employees to be proactive for increased performance in terms of timely completion of tasks, output level and innovativeness, organizations/employers must ensure that the workplace wellness programmes highlighted earlier are in provided and in good form. The basic objective of these wellness programme is to reduce or completely lift monetary pain of healthcare and well-being on all the employees and staff members, this is one means where employees are compensated for high performance but most multinational corporations/companies are habited to providing such packages only for the senior staff or employees-of higher work grades. This overtime has been a major disappointment for employers that expect much from employees of all strata. The fact that most organizations do not consider and allow all employees to benefit from this awesome packages, they deprived ones bear grudge and their performance are adversely affected. It was against this backdrop that the researcher delved into this study.

Statement of Problem

High performance of employees in an organization could be hugely determined by the level and condition of workplace wellness programme provided by their employers. For many years now, Nigerian Agip Oil Company Limited Port Harcourt has been experiencing problems in implementing its workplace wellness programme (Agwu, 2013). This situation has resulted in the casualization of most workers whose well-being are not attended to culminating in fluctuations in organizational output. Participant observer's experience has also shown that in recent times, the work environment has been characterized by absence of useful fitness centers, medical services and cafeterias for employees' maximum utilization. The workers are generally de-motivated and their behaviour has been characterized by absenteeism, and generally poor performance.

Previous studies have not specifically examined the empirical relationship between workplace wellness programme dimensions such s fitness centers, medical services and cafeterias and measures of employee performance such timely completion tasks, output level and punctuality in Nigerian Agip Oil Company, Port Harcourt. The unsatisfactory workplace wellness programme in NAOC and the literature gap identified above necessitated the present research.

Purpose of the Study

The purpose of the study was to determine the relationship between workplace wellness programmes and employee performance: A study of Agip Oil Company in Port Harcourt. The objectives of this study included the following;

1. To determine the extent to which fitness center relates with employee performance in terms of timely completion of tasks in Agip Oil Company in Port Harcourt.
2. To determine the extent to which medical service relates with employee performance in terms of output level in Agip Oil Company in Port Harcourt.
3. To determine the extent to which cafeteria relates with employee performance in terms of innovativeness in Agip Oil Company in Port Harcourt.

Research Hypotheses

The following tentative answers will be given for further verification in the course of this study.

Ho₁: Fitness center does not significantly relate with employee performance in terms of timely completion of tasks in Agip Oil Company in Port Harcourt.

Ho₂: Medical service does not significantly relate with employee performance in terms of output level in Agip Oil Company in Port Harcourt.

H₀₃: Cafeteria does not significantly relate with employee performance in terms of innovativeness in Agip Oil Company in Port Harcourt.

Review of Related Literature

Conceptual Framework

The Concept of Workplace Wellness Programme

To be able to grasp the core content of this work, it is germane have a holistic view of what workplace wellness programme is all about.

According to Lauryn (2016), a wellness program is a comprehensive organized and coordinated initiative designed to maintain or improve well-being through proper diet, exercise, stress management, and illness prevention. Wellness programs can include smoking cessation, weight loss education, fitness challenges, therapy, and many other plans designed to increase the overall health of an individual. Wellness programs typically include activities such as weight loss competitions, exercise, stress management or resiliency education and wellness assessments that are designed to help individuals or employees eat better, lose weight and improve their physical health established for use by people at home, for students at school, for employees of a company or for members of an organization, club or religious institutions (Smith, 2013).

In the past, wellness programs were offered by primary care physicians and insurance companies. However, there has been a growing trend for companies to develop workplace wellness programs for their employees not only to fight the upward trend of unhealthy employees, but also decrease medical care costs, insurance premiums and as well promote their dietary (Lauryn, 2016). Employers can provide information in a variety of formats, such as wellness videos, pamphlets, health-related quizzes, and bulletin boards. Most times, some people takes wellness to be exactly the same with health, the definition of health is for the physical body to be disease free. There is usually an end goal to be healthy, i.e. losing weight or exercising to reduce the risk of long-term illnesses. Wellness is considered a lifestyle journey to balance of every facet of life: physical, spiritual, emotional, intellectual, environmental, and occupational well-being (Pikiell, 2014).

A workplace wellness program provides resources and introduces interactive ways for employees to improve their health and well-being. Healthy employees have low rates of absenteeism and higher rates of productivity, and are less likely to be injured on the job. As a result, employers experience a decrease in direct costs such as health care and workers' compensation insurance. Workplace wellness programs can also improve employee morale and loyalty to the company.

Dimensions of Workplace Wellness Programme

Despite the vast scope of workplace wellness programmes today, this study will be considering dimensions which include fitness center, medical services and cafeteria.

Fitness Center

Regular exercises in the workplace keep employees more energetic, motivated and happy. Employees with enhanced energy improve brain function and more sleep leads towards a better overall performance. Employees who sit long hours in an office need time to exercise or move around. Availability of fitness center like recreational and gym services helps employees keep fit. Some organizations even have after-work exercise groups, swimming pools, and sports grounds for their staff: For instance, fitness centers may offer wellness programs that include many of the same activities found in an employee wellness program. Within this setting, the goal is to promote mental and physical activity among people who use the centers regularly. This may take the form of providing physical education seminars and activities that exercise or challenge reasoning and,

in general promote good health (Goldstein, 2012). To make sure employees participate in the program, employers typically impose mandatory employee seminars, staff training or even hire a third-party provider with a variety of wellness programs. Employers should be willing to painstakingly pay for the program, as health and wellness greatly affects productivity and profits. He (Goldstein) purports that fitness in the workplace helps in reducing absenteeism. The companies could save incredible amounts of costs by introducing staff health and fitness system, which will encourage a healthier workforce.

Medical Service

One common example of a wellness program is the employee health wellness program. This type of wellness program is implemented by an employer to help employees overcome specific health-related problems, provide them with access to quality medical care, -promote a lifestyle that includes balanced diet and proper exercise, and encourage a positive mental outlook. When it comes to the US, companies usually consider healthcare provision a far more prevalent in the employment contract. Moreover, in the UK, companies are also offering several health benefit plans to ensure a healthier workforce. Sometimes, medical allowance and free medical services refers to an amount of money paid or payable to an employee or worker to take care and maintain his health while free medical service is the provision of health facilities and services by an organization to its workers for free or devoid of any sort of payment.

Base (2019) examines health protection benefits of workers. He discovered that evidence clearly shows that the health of the workforce is inextricably linked to the productivity of the workforce. It also shows that employers increasingly recognize this link and are interested in improving worker health by expanding workforce health protection and health promotion benefit programs. Also many employers allow employees to miss a limited number of days because of illness without losing pay. Some employers allow employees to accumulate unused sick leave, which may be used in case of catastrophic illnesses others pay 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 (Mathis, 2013).

Research also shows a much greater connection between employee health and productivity in the workplace than was ever realized in the past. For example, studies have shown that on average for every one dollar spent on worker medical/pharmacy costs, employers absorb two to three dollars of health-related productivity costs (Loeppke, 2019). These costs are manifested largely in the form of presenteeism (a condition in which employees are on the job but not fully productive), absence, and disability. Compounding these issues for employers is the impact of safety issues and health-related environmental-hazard costs. Statistics show that work-related accidents and injuries exert an enormous toll on employers. Accidents, overexertion, or injuries caused by excessive lifting, carrying, or pushing, adds significantly to employer costs with an annual impact in the billions of dollars.

Cafeteria

A cafeteria is usually seen to be an outlet where people choose to have their beverages, drinks and meals. Because healthy eating greatly help to improve productivity, organizations are obliged to provide a workplace wellness structure or system such as staff cafeteria which enables workers get refreshed and nourished in betwixt work hours (Yusuf & Metiboba, 2012). Eating especially healthy eating is crucial in the' prevention and management of overweight and obesity. Consumption of fruits, vegetables, and whole grains helps prevent chronic diseases such as cancer, stroke, and heart disease. Since employees often eat arid drink at work, programmes, strategies and policies that improve the food culture augurs well. For example, employees will eat fruits,

vegetables, and whole grain foods if they are available in the cafeteria. With only a few minutes to take lunch, many workers opt to eat fast food.

Employers can provide enough time for their employees to meet team members and share ideas during lunchtime as they hit the gym, play a sport, or even head home to eat a healthy homemade lunch. Cafeteria as a good workplace wellness policy/programs enhance and promote breastfeeding by providing an appropriate place for breastfeeding/pumping (Akintayo, 2012). This fact has been an underlying issue in most organization and has hampered performance invariably.

Companies such as Agip manage cafeterias that offer catered snacks and lunches to their workers in the course of the day, where employees from different teams can meet each other and interact. There are also healthy snack delivery services that have emerged lately. Such services deliver healthy snacks to employee offices instead of them having to go out looking for food. Since everyone needs to eat, good snack and lunch programs and the promotion of healthy eating at the workplace appeals to every organization. Subsidizing or alleviating the price of healthy food can encourage employees to make better choices of food at workplace, it will help them avoid the expense and negative health impact of fast food. Appealing and low-cost on-site cafeteria is very important because it guarantees healthful food options, follows healthy cooking practices and set nutritional standards that align with dietary guidelines. All these and more makes for happier workforce, since there is a connection between productivity and happiness, happier people are 12 percent more productive.

Overview of Employee Performance

In economic development and global competition, many companies can still survive until today. Most of these companies are believed to survive due to employee performance. However, the important issue is how to improve employee performance which is related to survival and development of business and it can be sustained. Thus, performance should be considered in order to provide benefits to the company. This is because the benefits depend on individual employee performance (Blade, 2020).

As mentioned in Jamshidi- (2011), performance refers to the characteristics of an individual's success in its work. Then, the performance usually involves the calculation of the individual output level for example, sales or production, or to assess the level of success compared with the expectations of the organization (Asmond, 2016).

Human performance is a result of the actions that have been set to achieve goals based on certain standards. This usually involves the actions or behavior of all mental processes that are not observable. This includes problem solving, decision making, program planning, and reasoning (Bailey and Robert, 2013). Overall assessment on the performance of the employees is usually involving the performance result and work processes such as evaluating how the employees do the work and results achieved from that second process is considered as performance (Boyce, 2018).

In the company, the word "performance" is often used among the human resources personnel,, and industrial psychology and the management. Then, without taking into account the importance and the popularity, it is difficult and rarely to clearly defined (Neely, 2015).

Besides, job performance can be defined as a concept, of multidimensional that shows the way of a person complete the task, which focused on efficiency, the use of skills, initiatives and the resources used (Rothmann and Coetzer, 2013). Furthermore, the actions that involve the process and product (final output) also refer as the performance of the job. However, the individual process can effect by the overall performances of the organization. This is because the performance of individual not only determined by actions but also others factor such as external factor. The

example of external factor are the organizational culture and economic, the availability of the resources, the social and political factors.

Dharma (2017) stated the performance is something that is done or the products or services produced or provided by a person or group of people. Then, the researcher continues stated the job performance is a result that can be achieved by a person in doing the work of her duties. Then, all the results were evaluated by the company or supervisor. This is a feedback by the company or supervisor towards employees about their job performance. It's different with Bernardin and Russel (2016) who stated that the performance is a result or-consequence of an activity for a period of time. Job performance is a record of the results obtained from the function of a specific job or activity during specific time period.

In the same vein, Rivai (2016) defined job performance as the result of work that can be achieved by a person or group of people in a company suitable with the authority and responsibility in their respective efforts to achieve company goals legally and not violate the law and not contrary to morals or ethics. However, according to Nayyar (2014), job performance given to them promptly or early enough before deadline. In fact, an information manager that is fund of completing tasks at the last minute or deadline can be said to be underperforming. The information manager and other employees are expected to be up and doing in preparation of documents, information dissemination, and carrying out their day to day official duties (Olali, 2018).

Output Level

The Cambridge Dictionary (2020), defines output as the amount of goods and services, or waste products, that are produced by a particular economy, industry, company, or worker. It is defined as an index that measures goods and services produced in relative to the input (labor, materials, energy, etc., used to give the finished goods or services (Bright, 2017).

Output level is the volume or quantity of items an employee produces overtime or value of items produced or services provided. It is a metric that is determined based on the amount of output on a task versus the amount of time and other resources it consumes. As a measure of employee productivity, output level will show how efficient the employees are for a task or project (Ziste, 2019). Output level is measured by comparing the amount of goods and services produced with the inputs which were used in production. Labor productivity is the ratio of the output of goods ' and services to the labor hours devoted to the production of that output. Employee output level can with this labour productivity equation of total output/total input be determined. For instance, an organization that generated \$80,000 worth of goods or services (output) utilizing 1,500 labor hours (input). To calculate the labour output, divide 80,000 by 1,500, which equals 53.

Output level can be increased by providing employees with the right tools and equipment is important so they can perform their duties efficiently and on time. There's nothing more counterproductive than spending time waiting for paperwork to print because you haven't got a fast printing device. Suitable workplace and modern equipment make a massive difference not only to the workforce but also to the level of their output. A comfortable working temperature is between 68 and 70 degrees F (20-21 C). An environment that's too hot or too cold distracts from concentration, as employees will spend more time walking around to get their coats or an electric fan. Ensure both heating and air-conditioning systems are in working order for when the relevant season comes around. This has a huge strength in determining, the volume of output of an employee.

Innovativeness

Innovativeness is a characteristic of the word 'innovate' which originated dates back in mid16th century. To innovate came from Latin '*innovare*' for renew, whose root is *novus* or new

(<https://www.vocabulary.com/dictionary>). It can be used for either the act of introducing something new, as by an individual craves for high performance through creativity and innovation, or something that is newly introduced. It was once used politically in the sense of revolution, but now you're most likely to hear it in relation to technology, or new ways of doing something (Wolfe, 2014).

Amabile (2016) holistically gives an intensive meaning of innovativeness. To him, innovativeness technically means to introduce a new idea, or to take an existing idea and make it work better. Innovative employee tends to refer to the process of introducing something new. What many employee do not know is that innovation at the workplace is the most important ability. It makes employees stand out among the colleagues and helps them grow. Without it, they (employee) have less chance of high performance. Innovativeness can be described as the willingness to place strong emphasis on research and development, new products, new services, improved product lines and global technological improvement in the industry. It can be considered as capacity, competence and readiness of the employee to develop virtue or introduce the novelties or inventions in the daily activities and behavior. Is a personality trait possessed, to a greater or lesser degree, by all members of a society as one's ability to create inventions and change them to innovations as beneficial novelties for users. Innovations connected to the implementation or adoption of novel ideas can in turn be categorized as either technological (changes in products, services, production processes) or administrative (changes in activities, social processes, structures), and as either radical or incremental, depending on the extent of their influence for existing products or processes (Hollington 2015).

Employee innovativeness refers to employees' propensity to innovate which can be conceived as complex behaviour consisting of idea generation, idea promotion and idea realization with the aim of enhancing task accomplishment and meeting set goals in novel ways (Kanter & Wilson, 2018). Individuals, alone or in groups, undertake innovative activities from the intention to derive anticipated benefits from innovative change. Creativity is central to innovativeness, but the concepts are not synonymous. Innovation can be seen as a successful and intentional implementation of creativity, which is more subjective and context specific by its nature (Miron, Erez & Naveh, 2014). Creativity as such may be limited to idea generation alone but by definition innovation produces benefits for the, people involved in the innovative process (Anderson, Quin, Sohn, Stenger, & Carter, (2013). Therefore, employee innovativeness requires creativity, but creativity does not always lead to an innovation.

Theoretical Framework

Social Exchange Theory

This work is anchored on Social Exchange Theory. Social Exchange Theory was proposed by George Casper Homans in the year 1958 (Olannye, 2017). Social exchange theory "postulates that "give and take" forms the basis of almost all relationships though their proportions might vary as per the intensity of the relationships" (Agada, 2019).

Pfeffer in Micah and Urebuchi (2016) posits that "social exchange theory is a behavioural compliance on the part of the individual in exchange for something which is perceived to be contingent on the individual's behaviour." Thus, the social exchange theory is about giving something of more value to others than what has been given to you and also receiving something of higher value than you have given out (Micah & Urebuchi, 2016). The main assumptions of the theory are as follows:

- i. In a relationship, every individual has expectations from his/her partners. A relationship without expectations is meaningless;

- ii. Good relationships are mutually beneficial and not supposed to be one sided. An individual invests his time and energy in relationship only when he gets something out of corresponding or higher value from it (Olannye, 2017).

According to social exchange theory, feelings and emotions ought to be reciprocated for a successful and long lasting relationship. Good relationships should be mutually beneficial and not supposed to be one sided. An individual invests his time and energy in relationship only when he gets something out of it (Olannye, 2017). There are relationships where an individual receives less than he gives. The dissatisfied individual will begin to withdraw the level of inputs and sacrifices he used to make because he feels that he is not getting a higher or commensurate treatment in return. In all forms of contractual employment relationships (employer-employee relationships), there is always a cost-benefit analysis. The employees weighs the benefits he gets in the contractual relationship and if it is not satisfying, his morale and output level deliberately drops.

Similarly, Micah and Urebuchi (2016), argued that employees in organization engage in self-interest relationship with the employer or owners of the organization and they endeavour to maximize the benefits of such relationship. To achieve this, both employer and employee would engage in a cost benefit audit in order to determine the viability of the employment relationship. The justification for the adoption of social exchange theory as the theoretical foundation of this work titled: 'Workplace Wellness Programme and employee Performance' is predicated on the relevance of this theory to the independent and dependent variable. The theory explains that both the employer (Nigerian Agip Oil Company) and the employee (Workers in Nigerian Agip Oil Company) have their own unique expectations in their contractual relationship and that the extent to which these expectations are met will influence or determine the quality of relationship. Just as employers expect employees to show unwavering commitment towards the achievement of goals and targets by making meaningful inputs, the employee (workers) also expects his employer to provide necessary wellness programme that will guarantee meeting their physical and health wellbeing at work. This theory posits that the extent to which workplace wellness programmes are available will influence employees' degree of willingness, enthusiasm, and dedication towards performing their jobs effectively. The implication is that non-availability or adequacy of workplace wellness programmes could breed low morale which may result to dwindling performance level on the part of the employees.

The Herzberg Two-Factor Theory

The two-factor theory divides job-related aspects into motivators and hygiene factors. Hygiene factors consist of elements that are extrinsic in value and they include perks and employee benefits. Narsee (2012) points out that hygienic factors include company policies on health, fitness programme, personal life, and working conditions.

- i. On the other hand, motivators are factors that are intrinsic in nature and they include praise and recognition. They include achievement, career development, personal growth, job interest, recognition and responsibility. According to Singh(2007), wellness structures can be used to meet employees' needs in terms of hygiene factors and motivators thereby increasing their motivation.
- ii. According to Narsee (2012) there are three possible scenarios that may occur; dissatisfaction and de-motivation, no satisfaction and no motivation and positive satisfaction and motivation. Hygienic factors are vital component of the job itself as they determine the level of accomplishment and appreciation one attaches to the job. Organizations must therefore focus on developing tasks that are involving, engaging and fulfilling if the employees are to be motivated at work.

Empirical Review

Zirra, Charles, and Progress (2019) examined the impact of fringe benefits on employee performance using Nasco Group in Jos, Nigeria. The objective of this study was to find out the effects of fringe benefits on employee morale and staff effectiveness. The study adopted descriptive survey research design, while regression method of analysis was used in carrying out the empirical analysis. Findings from the study showed that health protection benefits have a positive and significant impact on employee performance in Nasco group. It showed that the more health protection benefits are provided for employees of Nasco group, the more they work hard at their jobs and their productivity increases. In addition, retirement benefits have a positive and significant influence on employee performance in Nasco group; and lastly, findings from the study revealed that recognition has a significant impact on employee performance in Nasco group. Based on these findings, the study recommends that there is the need for Nasco group to continue the provision of health protection benefits to its employees since it will help them create a sense of loyalty and encourage their productivity in the company. More so, management of Nasco group should review the current retirement package since a good retirement package will attract and retain employees in the public sector and also improve their productivity; and above all, managers of Nasco group need to improvise employee recognition programs for jobs well done, this will motivate employees thus enhancing employee productivity in the private sector.

Chukwuma and Kifordu (2018) examined the significance of fringe benefits on employee morale and productivity in oil companies using Shell Petroleum and Development Company Warri in Southern Nigeria. The objective of this study was to find out the significance of fringe benefits on employee morale and staff productivity. Three hypotheses were tested based on the direction and collection of data from various respondents through administered questionnaires and direct interviews. A total of fifty (50) questionnaires were distributed to the categories of staff in the company. Chi-square test was used to test the hypotheses and the result was significantly accepted. Findings revealed that fringe benefit as an incentive, significantly affects employees morale and productivity. As such it should be enhanced. We concluded that fringe benefits play a vital role in the level of employees' morale -and productivity of companies. Also recommendation on increase in the various forms of fringe benefits in private and public companies was made. Bearing in mind "that those who promote these benefits will have increased ability in return and those who distant themselves will fail... That is what is called being a leader and responsive teacher of successful men).

Moruri, Evans, and Munyua (2018) examined the relationship between motivational factors and employee performance in the judiciary systems located in the North Rift Region of Kenya. Based on the study, this paper discusses the relationship between employee welfare practices and employee performance.' The study employed a correlational survey design. The target population was all the 309 employees attached to the courts located in North Rift Region. Stratified random sampling was used to select 179 employees. A pilot test was done at the neighbouring Hamisi Law Courts to assess the reliability of the research instruments. The pilot study tested the face validity of the instrument which was found to be valid. Cronbach's coefficient alpha was used to determine internal reliability of the research instruments. The Cronbach's alpha value for the research instruments was 0.842. Both descriptive and inferential statistics were used to analyze data. Statistical significance of relationships among selected variables was determined using linear regression analysis. The study established that the motivational factors of employee welfare facilities influenced the performance of the judiciary employees. Evidence of improved performance included a reduction of case backlogs and expeditious determination of cases.

Based on the findings from the study, it was recommended that the administration of the judiciary to design effective employee welfare facilities that are likely to stimulate employee efforts towards performance.

Okeke, Nwele, and Achilike (2017) studied the impact of effective wages and salary administration on Civil Service Productivity in Nigeria. The objective of the study was to examine the relationship between wages administration and employee performance in the civil service and the constraints to full implementation of minimum wage by state governments in Nigeria. The study adopted descriptive survey design, an item structured instrument developed to reflect the modified 5 points Likert Scale format was used to elicit information from the respondents. The population consisted of 2951 Civil Servants from which a sample of 557 respondents was selected, using a formula developed by Borg and Gall (1973). Whereas percentages and mean ratings were used to answer the research questions, Chi-square (χ^2) test of independence and T- test for independent large sample, ($n > 30$) were used to test the hypotheses. The study revealed that employees need effective salary and wages administration to achieve high productivity in the civil service. The study found also that poor leadership and lack of political will were the major reasons for not fully implementing the minimum wage policy by some state governments including Anambra State. The study recommends that the government should take the issue of wages and salary administration serious by giving workers a living wage to enable them take care of their basic needs and be better positioned for enhanced productivity and output level in civil service. Keywords: Effective Wages' and Salary Administration, Civil Service, Productivity, Anambra State, Nigeria.

Saddat, Khan, Sajida, Parveen, and Malik (2016). Examined the impact of infrastructure, pay incentives and workplace environment on employees' performance in Sargodha University Pakistan. This study aims to explore the impact of office facilities and workplace milieu on employees' performance in a university of Sargodha. A sample of 150 respondents of male and female employees of both teaching and non-teaching category was selected. Chi-square and Gamma test were applied to interpret the findings of study. It was acknowledged that work systems cannot only affect commitment, competence, cost effectiveness and congruence but also have long term consequence for workers' well-being; there is some evidence to indicate that work systems designs may have effects on physical health, mental health and longevity of life itself. Conducive work environment ensures the wellbeing of employees as well as enables them to exert themselves to their roles with all vigor that may translate to higher productivity.

METHODOLOGY

Research Design

Research design is a framework or a plan that is used as a guide to collect and analyze data for study. The correlational research design was adopted for the study. This research design is interested in establishing relationship between two study variables.

Research Population

The population for the study consisted of 450 staff of Nigerian Agip Oil Company, Port Harcourt. The population of the study is made up of 60 senior staff and 390 junior staff of the company. Information concerning the population is obtained through personal inquiry from the corporate office of the company.

Instrumentation

Questionnaire is the main instrument for data collection. The instrument is entitled 'Workplace Wellness Programme and Employee Performance Questionnaire (WWPEPQ)'. The questionnaire is carefully designed into two sections (2): demographic data (Section A) and the questionnaire items

(Section B). An introductory letter is attached to the questionnaire. The instrument is designed-in modified likert scale format with four point response options: Very Great Extent (VGE), Great Extent (GE), Moderate Extent (ME), and Little Extent (LE).

Method of Data Analysis

The method of data analysis refers to and specifies the statistical tools used for analyzing the data gathered from the field. Simple percentage is used to present and analyze the research questions while The Pearson Product Moment Correlation Coefficient is used for the test of hypotheses.

The formula is stated below;

$$r = \frac{n\sum XY - \sum X \sum Y}{\sqrt{(n\sum X^2 - (\sum X)^2) (n\sum Y^2 - (\sum Y)^2)}}$$

Where:

- n = number of series
- Σ = Summation of scores
- X = Scores from one administration
- Y = Scores from another test.

Decision Rule: The null hypothesis will be rejected and the alternate accepted if the calculated correlation value is greater than the critical value, if otherwise, the null hypothesis will be accepted.

Test of Hypotheses

Ho1: Fitness center does not significantly relate y/ith employee performance in terms of timely completion of tasks in Agip Oil Company in Port Harcourt.

Table 1: Relationship between Fitness Center and Timely Task Completion in Agip Oil

S/N	X	Y	XY	X ²	Y ²
1.	34	32	1088	1156	1024
2.	28	25	700	784	625
3.	19	18	342	361	324
4.	13	10	130	169	100
5.	44	39	1716	1936	1521
6.	20	18	360	400	324
7.	19	16	304	361	256
8.	12	11	132	144	121
9.	29	27	783	841	729
10.	25	23	575	625	529
11.	21	19	399	441	361
12.	18	17	306	324	289
13.	32	30	960	1024	900
14.	28	25	700	784	625
15.	20	18	360	400	324
16.	14	12	180	225	144
	ΣX=376	ΣY=340	ΣXY=9023	ΣX ² =9946	ΣY ² = 8196

Source: Survey 2022

$$r = \frac{n\sum XY - \sum X \sum Y}{\sqrt{(n\sum X^2 - (\sum X)^2) (n\sum Y^2 - (\sum Y)^2)}} = \frac{16 \times 9023 - 376 \times 340}{\sqrt{(16 \times 9946 - (376)^2) (16 \times 8196 - (340)^2)}}$$

$$r = \frac{(n\Sigma X^2 - (\Sigma X)^2)(n\Sigma Y^2 - (\Sigma Y)^2)}{\sqrt{16 \times 9946 - (376^2)(16 \times 8196 - (340^2))}} = \frac{144368 - 127840}{\sqrt{(159136 - 141376)(131136 - 115600)}} = \frac{16528}{\sqrt{(17760)(15536)}}$$

$$= \frac{16528}{\sqrt{17760 \times 15536}} = \frac{16528}{\sqrt{275919360}} = \frac{16528}{\sqrt{16610.8205}} = 0.9950$$

$\therefore r = 0.9950$

Table 4.5 shows that a calculated r value is 0.9950. Since the calculated r value 0.9950 is greater than the critical r value 0.441, the null hypothesis is rejected while the alternate was accepted. This implies that there is a significant positive relationship between fitness center and employee performance in terms of timely task completion in Agip oil producing company in Port Harcourt.

Ho₂: Medical service does not significantly relate with employee performance in terms of output level in Agip Oil Company in Port Harcourt.

Table 2: Relationship between Medical Service and Output Level in Agip Oil Company in Port Harcourt.

S/N	X	Y	XY	X ²	Y ²
1.	30	27	810	900	729
2.	26	23	598	676	529
3.	21	20	420	441	400
4.	17	15	255	289	225
5.	33	30	990	1089	900
6.	25	23	575	625	529
7.	22	20	440	484	400
8.	14	12	168	196	144
9.	27	25	675	729	625
10.	25	23	575	625	529
11.	22	20	440	484	400
12.	20	17	340	400	289
13.	30	27	810	900	729
14.	25	23	575	625	529
15.	21	20	420	441	400
16.	18	15	270	324	225
$\Sigma X=376$		$\Sigma Y=340$		$\Sigma XY=8361$	
				$\Sigma X^2=9228$	
				$\Sigma Y^2=7582$	

Source: Survey 2022.

$$r = \frac{n\Sigma XY - \Sigma X\Sigma Y}{\sqrt{(n\Sigma X^2 - (\Sigma X)^2)(n\Sigma Y^2 - (\Sigma Y)^2)}} = \frac{16 \times 8361 - 316 \times 340}{\sqrt{16 \times 9228 - (376^2)(16 \times 7582 - (340^2))}} = \frac{133776 - 107640}{\sqrt{(147648 - 141376)(121312 - 115600)}} = \frac{5936}{\sqrt{(6272)(5712)}} = \frac{5936}{\sqrt{3581376}} = \frac{5936}{16528} = 0.3592$$

35825664

16610.8205 = 0.992

$\therefore r = 0.992$

Table 4.6 shows that a calculated r value is 0.992. Since the calculated r value 0.992 is greater than the critical r value 0.441, the null hypothesis is rejected while the alternate was accepted. This implies that there is a significant positive relationship between medical service and employee performance in terms of output level in Agip oil producing company in Port Harcourt, Rivers State, Nigeria.

H_{03} : Cafeteria does not significantly relate with employee performance in terms of innovativeness in Agip Oil Company in Port Harcourt.

Table 3: Relationship between Cafeteria and Employee Innovativeness in Agip Oil Company in Port Harcourt.

S/N	X	Y	XY	X ²	Y ²
1.	28	27	756	784	729
2.	26	24	624	676	576
3	20	19	380	400	361
4.	18	17	306	324	289
5.	31	28	868	961	784
6.	27	25	675	729	< 625
7.	20	16	320	400	256
8.	17	15	255	289	225
9.	29	28	812	841	784
10.	25	21	525	625	441
11.	22	20	440	484	.400
12.	18	16	288	324	256
13	30	28	840	900	784
14	27	26	702	729	676
15	22	19	418	484	361
16	14	13	182	196	169
$\Sigma X=374 \quad \Sigma Y=342 \quad \Sigma XY=8391 \quad \Sigma X^2=9146 \quad \Sigma Y^2=7716$					

Source: Survey 2022

$$r = \frac{n\Sigma XY - \Sigma X\Sigma Y}{\sqrt{(n\Sigma X^2 - (\Sigma X)^2)(n\Sigma Y^2 - (\Sigma Y)^2)}} = \frac{16 \times 8391 - 374 \times 342}{\sqrt{16 \times 9146 - (374)^2} \sqrt{16 \times 7716 - (342)^2}}$$

$$r = \frac{134256 - 127908}{\sqrt{(146336 - 139876)(123456 - 116964)}} = \frac{6348}{\sqrt{(6460)(6492)}}$$

$$= \frac{6348}{\sqrt{6460 \times 6492}} = \frac{6348}{\sqrt{41938320}} = \frac{6348}{6475.9802} = 0.9802$$

$\therefore r = 0.9802$

Table 4.7 shows that a calculated r value is 0.9802. Since the calculated r value 0.9802 is greater than the critical r value 0.441, the null hypothesis is rejected while the alternate was accepted. This implies that there is a significant positive relationship between cafeteria and employee

performance in terms of innovativeness in Agip oil producing company in Port Harcourt, Rivers State, Nigeria.

Summary of Findings

The findings from the analysis revealed the following:

1. Fitness centre has a significant positive relationship with employee performance in terms of timely task completion in Agip oil producing company in Port Harcourt, Rivers State, Nigeria.
2. Medical service has a significant positive relationship with employee performance in terms of output level in Agip oil producing company in Port Harcourt, Rivers State, Nigeria.
3. Cafeteria has a significant positive relationship with employee's innovativeness in Agip oil producing company in Port Harcourt, Rivers State, Nigeria.

CONCLUSIONS

Based on the analyses and discussion of findings, the study concluded that workplace wellness programmes enhances employee performance in Agip Oil producing company in Port Harcourt, Rivers State Nigeria. Perpetual improvements in workplace wellness programmes such as fitness centre, medical service and cafeteria brings about corresponding improvements in employee performance in Agip Oil producing company in Port Harcourt. Organizations such as Agip Oil companies in Port Harcourt who fall short of the maintaining wellness programmes within the their organization will find it really difficult' and tough to achieve adequate employee performance in terms of innovativeness, prompt accomplishment of task and corresponding level of output.

RECOMMENDATIONS

Based on the findings, the following recommendations were made:

1. Management within the context of Agip oil producing company in Port Harcourt should consider keeping fitness as an optional activity among their employees.
2. Medical facilities provided by the company to the employee, should entail both the family members of the employee such as wife/husband, children etc.
3. Companies especially Agip oil producing firm should ensure that food served by cafeterians are free of charge to employees.

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