

**WORKPLACE BENEFITS AND ORGANISATIONAL PRODUCTIVITY OF PUBLIC
HEALTHCARE CENTRES IN RIVERS STATE**

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ABSTRACT

This study investigates the relationship between resource management focusing on human, financial, and physical resources and the performance of public healthcare centres in Rivers State, Nigeria. Performance was measured in terms of financial, market, and operational indicators. Using a descriptive survey design, data were collected from 40 respondents across 10 public healthcare centres using structured questionnaires. The results from Pearson correlation analysis revealed significant positive relationships between all three forms of resource management and organizational performance. Specifically, health benefit showed the strongest correlation ($r = 0.673$), followed by work-life balance benefit ($r = 0.640$), and financial benefit ($r = 0.592$), all significant at the 0.01 level. The findings highlight the importance of strategic resource planning and utilization in enhancing firm performance in the competitive insurance industry. The study concluded that there is a significant positive correlation between workplace benefits and organisational productivity in public healthcare centres in Rivers State. This underscores the critical role that comprehensive employee benefits play in enhancing performance and operational efficiency.

INTRODUCTION

Workplace benefits are a vital component of contemporary human resource management strategies and have gained significant attention for their role in enhancing employee well-being and organizational effectiveness. These benefits typically encompass a range of offerings such as health insurance, pension schemes, paid leave, and flexible work schedules, all designed to improve the quality of work life for employees (Kooij et al., 2013). Among the most commonly discussed dimensions of workplace benefits are health benefits, financial benefits, and work-life balance provisions. Health benefits may include medical insurance, wellness programs, and preventive care initiatives aimed at maintaining employee physical and mental health (LaMontagne et al., 2014). Financial benefits, such as salary supplements, retirement plans, and bonuses, serve not only as a form of compensation but also as a motivational tool. Work-life balance benefits, including flexible working hours, telecommuting, and family support services, help employees to harmonize their professional responsibilities with personal commitments, thereby reducing burnout and increasing job satisfaction (Allen et al., 2013).

Organizational productivity, particularly within public healthcare institutions, can be examined through several critical lenses. It encompasses the ability of the organization to efficiently utilize available resources, deliver high-quality services, and maintain a standard of care that meets patient expectations (Kaplan & Norton, 1996). Three prominent measures of productivity in healthcare settings are resource utilization efficiency, service delivery performance, and the quality of care. Resource utilization efficiency pertains to how effectively human, financial, and material resources are deployed to achieve healthcare goals. Service delivery performance focuses on the timeliness, accessibility, and responsiveness of health services. Lastly, quality of care evaluates the accuracy, safety, and patient-centeredness of clinical outcomes (Donabedian, 2003). These metrics are not only interdependent but also collectively influence the reputation, sustainability, and functionality of public healthcare centers.

The relationship between workplace benefits and organizational productivity has been the subject of growing scholarly and policy interest. Empirical studies suggest that comprehensive workplace benefits can directly and indirectly influence productivity outcomes by fostering a healthier, more motivated, and more committed workforce (Boxall & Macky, 2009). For instance, when healthcare workers receive adequate health and financial benefits, they are less likely to suffer from stress and absenteeism, which in turn enhances their performance and the overall output of the institution (Grawitch et al., 2006). Moreover, work-life balance initiatives are positively correlated with job satisfaction and retention rates, which are crucial for maintaining institutional knowledge and service continuity. In the context of public healthcare centers, where resource constraints are common and demands are high, the provision of robust employee benefits may represent a strategic avenue for enhancing institutional capacity and responsiveness (Pfeffer, 1998). This study, therefore, seeks to investigate the impact of workplace benefits on organizational productivity within public healthcare centers in Rivers State, contributing to both the academic literature and practical discourse on healthcare system improvement.

Statement of the Problem

One of the major problems affecting organizational productivity in public healthcare centres in Rivers State is inefficient resource utilization. This includes underuse or misallocation of critical inputs such as medical personnel, equipment, and pharmaceuticals. Often, there is a lack of transparency in procurement processes and poor maintenance of medical facilities, which results in recurring equipment failure and expired medications. These inefficiencies are closely tied to the absence of structured incentive systems that recognize and reward resource stewardship. In workplaces where staff are not rewarded for cost-saving measures or innovation in resource management, there is little motivation to go beyond the minimum requirements. Workplace benefits such as performance-based bonuses or recognition for efficient use of materials could encourage staff to be more prudent and proactive in managing available resources (Ogunbekun et al., 2020).

Another persistent issue is poor service delivery performance, which manifests through long patient wait times, irregular staff attendance, and a lack of responsiveness to patient needs. These are symptoms of an overstressed and under-motivated workforce. Without adequate workplace benefits—such as health insurance, childcare support, and predictable working hours—healthcare workers experience high levels of burnout and dissatisfaction, leading to absenteeism and low morale (Afolabi & Erhabor, 2019). These factors, in turn, reduce their productivity and the overall efficiency of service delivery in the healthcare centres. When workers feel that their welfare is not a priority, their commitment to delivering quality service diminishes. Implementing workplace benefits that address staff wellbeing can reduce turnover, increase attendance, and improve patient interaction outcomes.

The poor quality of care in many public healthcare facilities is driven by systemic issues such as inadequate training, lack of adherence to clinical standards, and poor monitoring and evaluation. Health workers who are not continuously trained or provided with growth opportunities tend to stagnate professionally, which negatively impacts the quality of care they provide. Additionally, the lack of benefits such as professional development allowances or career advancement opportunities demoralizes staff and undermines accountability (Nwankwo et al., 2021). Enhancing workplace benefits to include funded training programs, scholarships for advanced study, and clear promotion pathways can foster a culture of excellence. When staff see a link between their performance, learning, and career progression, they are more likely to engage positively with patients and uphold higher standards of care.

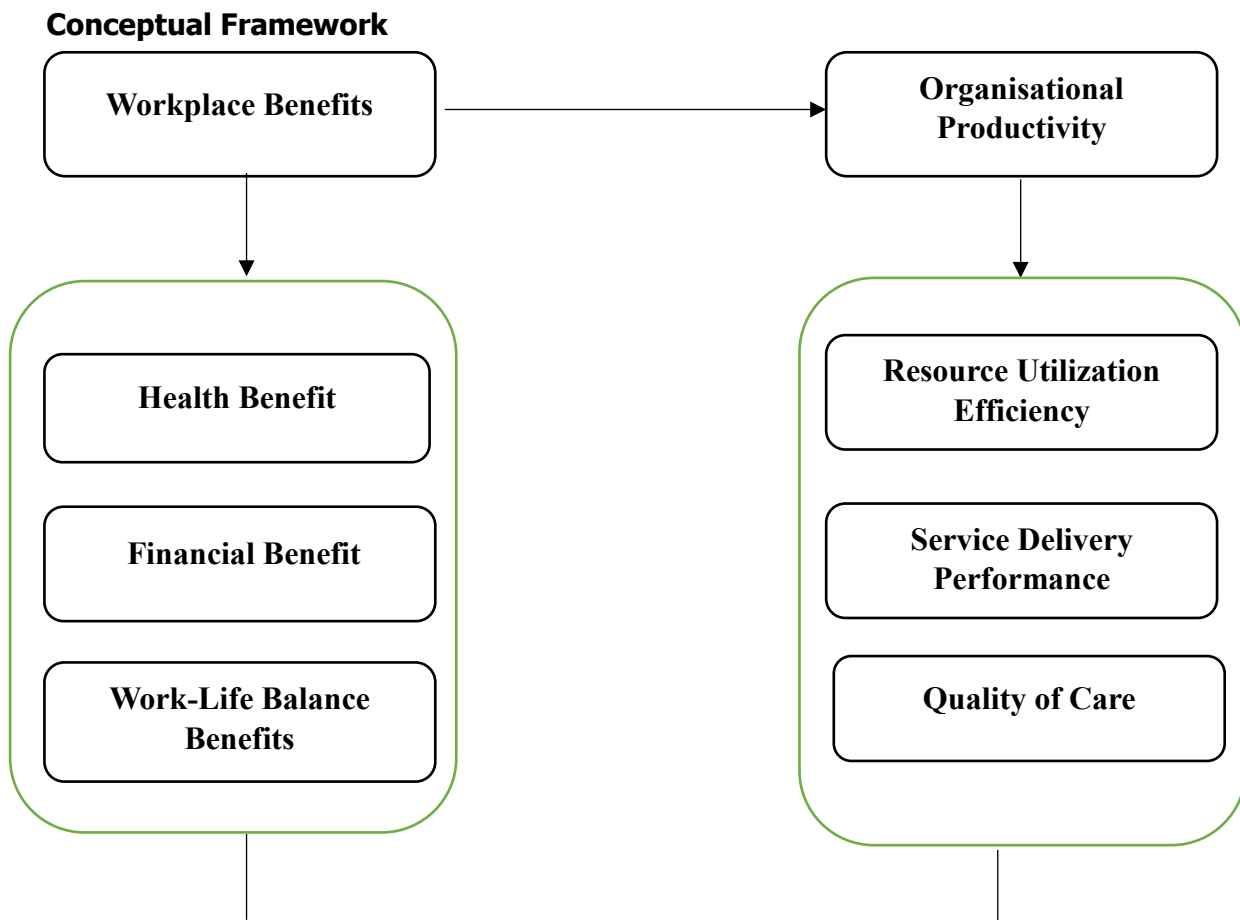


Figure 1: Conceptual Framework of Workplace Benefits and Organisational Performance of Public Healthcare Centers in Rivers State.

Source: Adapter from Gornick & Meyers (2003); WorldatWork (2023) and Dieleman & Harnmeijer (2006)

Aim & Objectives of Study

The aim of this study was to determine the relationship workplace benefits and the organisational productivity of public healthcare centers in Rivers State. Specifically, the study sought to:

- 1) Determine the relationship between health benefit and resource utilization efficiency of public healthcare centres in Rivers State.
- 2) Determine the relationship between financial benefit and service delivery performance of public healthcare centres in Rivers State.
- 3) Determine the relationship between work-life balance benefit and quality of care of public healthcare centres in Rivers State.

Research Questions

The following research questions were raised to guide the study.

- 1) What is the relationship between health benefit and resource utilization efficiency of public healthcare centres in Rivers State?
- 2) What is the relationship between financial benefit and service delivery performance of public healthcare centres in Rivers State?
- 3) What is the relationship between work-life balance benefit and quality of care of public healthcare centres in Rivers State?

Research Hypotheses

The following null hypothesis were formulated and was tested at a significant level of 0.01.

Ho₁: There is no significant relationship between health benefit and resource utilization efficiency of public healthcare centres in Rivers State.

Ho₂: There is no significant relationship between financial benefit and service delivery performance of public healthcare centres in Rivers State.

Ho₃: There is no significant relationship between work-life balance benefit and quality of care of public healthcare centres in Rivers State.

Significance of the Study

The significance of studying workplace benefits and organisational productivity extends across various stakeholders, including employees, employers, policymakers, and researchers.

Employees: Understanding workplace benefits helps employees recognize how these provisions enhance their well-being, job satisfaction, and performance, empowering them to advocate for supportive work environments that promote work-life balance and long-term career engagement.

Managers: For managers, insights into the link between benefits and productivity inform better policy decisions, helping them implement strategies that boost employee morale, reduce turnover, and optimize team output.

Public Healthcare Centres: Public healthcare centres can use findings to design benefits packages that reduce staff burnout and improve service delivery, thereby enhancing patient care and institutional efficiency.

Researchers: Researchers gain a clearer framework to examine the causal relationship between benefits and productivity, contributing to evidence-based policy recommendations and advancing organizational behavior theory.

Scope of the Study

The scope of the study will be discussed under content scope, geographical scope, and unit of analysis.

Content Scope: The content scope of the study is limited to workplace benefits and organisational productivity. Discussions on workplace benefits are restricted to health benefits, financial benefits and work-life balance benefit; while organisational productivity as the dependent variable is measured and discussed through resource utilization efficiency, service delivery performance and quality of care.

Geographical Scope: The geographical scope of this study is delimited to public healthcare centres operating in Rivers State.

Unit of Analysis: This study adopted a macro level analysis; this implies at the organisational level (management) of public healthcare centres in Rivers State.

REVIEW OF RELATED LITERATURE

Conceptual Review

Concept of Workplace Benefits

Workplace benefits refer to the non-wage compensations provided to employees in addition to their normal salaries or wages. These benefits play a crucial role in promoting employee satisfaction, retention, and overall organizational productivity. According to Robbins and Judge (2019), workplace benefits encompass a broad range of offerings, including health insurance, retirement plans, paid time off, and wellness programs. These benefits are not merely add-ons but essential components of the employment relationship, shaping employees' perception of organizational support. Furthermore, Cascio and Boudreau (2016) argue that workplace benefits are strategically designed to align employee behavior with organizational goals, enhancing both individual and collective performance. This perspective emphasizes that benefits are not static perks but dynamic tools for workforce engagement and motivation, requiring constant adaptation to demographic and economic changes.

Armstrong and Taylor (2020) point out that the design and delivery of benefits must account for generational differences, cultural expectations, and changing family dynamics. As organizations aim to become employers of choice, they must offer benefit packages that are flexible, customizable, and inclusive. This development is supported by the findings of Martocchio (2017), who asserts that organizations that fail to modernize their benefits offerings risk losing talent to more progressive competitors. The emergence of flexible benefits plans, or "cafeteria plans," illustrates the shift toward employee-centric benefit strategies that allow individuals to select benefits most relevant to their personal needs. This trend underlines the growing recognition of employee autonomy and the demand for personalized employment experiences.

According to Dessler (2020), the quality and range of benefits offered can significantly influence an organization's employer brand, making it more attractive to potential recruits. In highly competitive labor markets, especially in knowledge-intensive industries, comprehensive benefits packages can be a decisive factor in attracting top talent. Additionally, Boxall and Purcell (2016) highlight that well-structured benefits contribute to psychological contract fulfillment, thereby fostering trust, loyalty, and reduced turnover. Thus, workplace benefits extend beyond their monetary value, embedding themselves in the broader organizational fabric and shaping the employee-employer relationship in meaningful ways.

Dimensions of Resource Management

Health Benefit

The concept of health benefits as a dimension of workplace benefits has become increasingly significant in contemporary employment practices, reflecting both organizational responsibility and strategic human resource management. Health benefits encompass medical insurance, wellness programs, mental health support, and preventive care services, all of which contribute to employee well-being and productivity (Bakker & Demerouti, 2017). These benefits are not merely compensatory but are instrumental in enhancing job satisfaction, reducing absenteeism, and fostering organizational commitment (Grawitch et al., 2006). Moreover, employers who invest in comprehensive health benefits often experience lower turnover rates and improved employee engagement, positioning health-related provisions as essential components of a sustainable workplace culture (Goetzel & Ozminkowski, 2008). As such, health benefits have evolved from optional perks into strategic assets in the competition for talent and the pursuit of long-term organizational performance (Kuvaas, 2008).

Financial Benefit

The concept of financial benefit as a dimension of workplace benefits encompasses a range of monetary and cost-related incentives that organizations provide to employees beyond their base salary, aiming to enhance financial security and job satisfaction. These benefits may include bonuses, retirement contributions, stock options, health insurance subsidies, tuition reimbursement, and other forms of direct or indirect financial support. Financial benefits are recognized not only as tools for employee retention and motivation but also as critical elements in the broader framework of total rewards systems (Milkovich & Newman, 2008). They help alleviate financial stress, thereby improving productivity and organizational commitment (Kaplan & Norton, 2004). Moreover, the perceived fairness and adequacy of financial benefits can significantly influence job satisfaction and organizational loyalty (Gerhart & Rynes, 2003). The strategic use of financial benefits thus represents a key dimension in aligning workforce performance with organizational goals.

Work-Life Balance Benefit

Work-life balance benefits have emerged as a critical dimension of workplace benefits, influencing employee satisfaction, productivity, and organizational commitment. These benefits, which include flexible working hours, telecommuting options, and leave policies, are designed to help employees effectively manage their personal and professional responsibilities (Allen et al., 2013). Research has

shown that organizations offering robust work-life balance initiatives experience lower turnover rates and higher employee engagement (Kossek & Ozeki, 1998; Beauregard & Henry, 2009). Moreover, such benefits contribute to reduced stress and improved mental health, fostering a healthier and more sustainable work environment (Greenhaus & Allen, 2011). As the boundaries between work and home continue to blur, particularly in the post-pandemic context, the strategic integration of work-life balance initiatives has become not only a matter of employee welfare but also of organizational performance and resilience (Kelly et al., 2020).

Concept of Organisational Productivity

Organisational productivity has long been a central focus in both academic literature and business practice, reflecting the extent to which organisations efficiently convert inputs into valuable outputs. According to Drucker (1966), productivity is not merely about output volume but about achieving effective performance by aligning resources with organisational goals. This concept implies a multidimensional approach, where productivity encompasses qualitative aspects such as innovation, customer satisfaction, and employee development in addition to quantitative outputs like units produced or services delivered. Sink and Tuttle (1989) broaden this view by identifying seven interrelated performance criteria effectiveness, efficiency, quality, timeliness, safety, innovation, and cost that together define organisational productivity. They argue that productivity cannot be measured through a single lens but must be understood as a systemic interplay of various performance domains, each affecting the overall capacity of the organisation to sustain growth and competitiveness. This holistic perspective emphasises that productivity is not static but dynamic, evolving with internal strategies and external pressures such as market changes and technological advancements.

Furthermore, organisational productivity is increasingly seen as contingent upon human capital and organisational culture. According to Sumanth (1984), productivity is "a measure of how well resources are brought together in organisations and utilised for accomplishing a set of results." This definition recognises that productivity extends beyond mere mechanistic output; it includes how employees interact, apply knowledge, and innovate to drive progress. The role of leadership in shaping these outcomes is also crucial. As noted by Cascio (2006), leaders influence organisational productivity by fostering a culture of continuous improvement, motivating employees, and implementing performance management systems that align individual performance with organisational goals. In knowledge-intensive environments, especially, productivity is driven less by tangible inputs and more by intellectual assets, teamwork, and strategic alignment. These elements collectively underscore a shift from traditional productivity models to more nuanced interpretations, where intangible assets play an increasingly central role.

Contemporary perspectives further underscore the importance of technology and process optimisation in enhancing organisational productivity. According to Tangen (2002), productivity is "the relationship between the output of goods and services and the input of resources used to produce them." He argues that with advancements in automation, data analytics, and digital systems, organisations can now achieve higher output levels without a proportional increase in input. This resonates with the resource-based view, which posits that organisations can gain sustainable competitive advantages through unique capabilities and optimised resource use (Barney, 1991). The integration of enterprise systems, lean methodologies, and agile frameworks has allowed firms to streamline operations, reduce waste, and respond more swiftly to market demands. These improvements not only bolster productivity in measurable terms but also contribute to greater adaptability and resilience, further supporting long-term strategic objectives.

Measures of Organisational Productivity

Resource Utilization Efficiency

Resource utilization efficiency is a key indicator of organizational productivity, reflecting how effectively an organization converts inputs into valuable outputs. This concept emphasizes

minimizing waste and optimizing the use of available resources such as labor, capital, and materials to achieve strategic objectives (Porter, 1985; Kaplan & Norton, 1992). Efficient resource utilization not only enhances operational performance but also supports long-term sustainability and competitiveness (Barney, 1991). In high-performing organizations, productivity is increasingly viewed through the lens of value creation per unit of resource consumed, aligning closely with lean management principles and performance metrics frameworks (Womack & Jones, 1996; Neely, 1999). Moreover, organizations that strategically manage their resources tend to exhibit superior adaptability in dynamic environments, thereby improving their overall productivity outcomes (Teece, Pisano, & Shuen, 1997).

Service Delivery Performance

Service delivery performance is a critical dimension in evaluating organisational productivity, especially within public and service-oriented institutions. It encompasses the efficiency, timeliness, and quality with which services are provided to clients or stakeholders, reflecting the organisation's ability to meet set objectives and satisfy user needs (Agyapong et al., 2017). Effective service delivery is often tied to employee performance, resource allocation, and strategic leadership, all of which contribute to the broader productivity framework of the organisation (Osman, 2015). Moreover, consistent monitoring and evaluation mechanisms are essential for identifying performance gaps and implementing improvements, thereby enhancing overall output (Mutonyi & Wekesa, 2020). In this regard, service delivery performance serves not only as an operational indicator but also as a strategic benchmark for assessing institutional effectiveness and long-term sustainability (Kotler & Keller, 2016).

Quality of Care

The concept of quality of care has increasingly been adopted as a critical metric for assessing organisational productivity in healthcare systems. It extends beyond mere output to encompass dimensions such as effectiveness, safety, patient-centredness, and equity, all of which reflect the organisation's capacity to deliver high-value services (Donabedian, 1988; Institute of Medicine, 2001). Measuring quality of care allows organisations to align clinical outcomes with operational efficiency, thereby linking patient satisfaction and health outcomes directly to institutional performance (Arah et al., 2006). Moreover, high-quality care is associated with reduced error rates, shorter hospital stays, and lower readmission rates, all of which contribute to cost-effectiveness and system sustainability (Brook et al., 2000; Øvretveit, 2005). As such, quality of care functions not only as an ethical imperative but also as a pragmatic indicator of how well a healthcare organisation utilises its resources to generate value.

Theoretical Review

Social Exchange Theory

Social exchange theory was originally propounded by sociologist George C. Homans in 1958, who conceptualised social behaviour as an exchange of goods, both tangible and intangible, between individuals. He was later joined by other theorists such as Peter Blau (1964) and Richard Emerson (1976), who expanded the theory to include power dynamics and reciprocity in organisational contexts. Blau in particular emphasised the role of trust and voluntary actions in sustaining relationships within organisations, arguing that people engage in interactions that are rewarding and avoid those that are costly. Social exchange theory is fundamentally built on the principle that social behaviour is the result of an exchange process aimed at maximising benefits and minimising costs (Homans, 1958; Blau, 1964; Emerson, 1976).

Social exchange theory provides a valuable lens for understanding how the provision of workplace benefits such as health insurance, professional development, and recognition can influence employee commitment and productivity. When healthcare workers perceive fairness and reciprocity in their work environment, they are more likely to reciprocate with higher levels of performance,

reduced absenteeism, and increased job satisfaction. Studies have shown that the perception of organisational support and fair treatment correlates positively with enhanced employee engagement and service delivery, especially in resource-constrained environments like public healthcare institutions in developing regions (Cropanzano & Mitchell, 2005; Eisenberger et al., 2001).

Furthermore, Social exchange theory underscores the importance of fostering a reciprocal relationship between management and employees in public healthcare centres, which can lead to long-term improvements in organisational productivity. In Rivers State, where public healthcare centres often struggle with limited funding and high patient loads, cultivating a workplace culture rooted in mutual respect and exchange can serve as a low-cost, high-impact strategy to improve outcomes. Employees who perceive a balance between their inputs and the rewards received are more motivated to invest in their work and organisational goals (Organ et al., 2006). Therefore, applying social exchange theory to workplace benefit design can inform policy interventions that aim to stabilise the public health workforce and improve service quality.

Empirical Review

Adeoye (2012) investigated employee welfare benefits and organisational performance in selected manufacturing companies in Lagos State, Nigeria. The primary aim of the study was to assess the impact of various employee welfare benefits on the overall performance of manufacturing organizations. The methodology employed a survey research design, utilizing questionnaires administered to a sample of employees and management staff from selected manufacturing companies. The findings revealed a significant positive correlation between the provision of comprehensive welfare benefits and improved organizational performance, particularly in terms of employee retention, job satisfaction, and increased productivity. The study concluded that investing in employee welfare benefits is a crucial strategy for enhancing organizational productivity and achieving sustainable growth. The recommendations included advocating for organizations to prioritize and implement robust welfare benefit packages to foster a motivated and productive workforce.

Okoro (2015) worked on the impact of compensation and benefits on employee performance in Nigerian banks. The study's aim was to explore the extent to which different forms of compensation and benefits influence the performance of employees within the Nigerian banking sector. A descriptive research design was adopted, with data collected through questionnaires distributed to employees across various Nigerian banks. The results indicated a strong positive relationship between competitive compensation packages, comprehensive benefits, and improved employee performance, characterized by higher levels of engagement, reduced absenteeism, and enhanced service delivery. The conclusion drawn was that well-structured compensation and benefit schemes are vital for attracting, retaining, and motivating high-performing employees in the banking industry. The study recommended that Nigerian banks should regularly review and update their compensation and benefit structures to remain competitive and ensure optimal employee performance.

METHODOLOGY

This study adopts a correlational survey research design to investigate the relationship between workplace benefits (health benefits, financial benefits and work-life balance benefit) and the organisational productivity (resource utilization efficiency, service delivery performance and quality of care) of public healthcare centres in Rivers State, Nigeria. The survey design is appropriate because it allows the researcher to gather detailed information from a sample population in a systematic and structured manner, thereby facilitating generalization of findings to the larger population of interest. The population of this study comprises of 10 registered public healthcare centres operating within Rivers State.

1. University of Port Harcourt Teaching Hospital
3. Rivers State University Teaching Hospital
4. Kelsey Harrison Hospital

5. Military Hospital, Port Harcourt
6. Rivers State Dental and Maxillofacial Hospital
6. Ozuzu Primary Health Centre
7. Edeoha Primary Health Centre
8. Ovogo Primary Health Centre
9. Okujagu Primary Health Centre
10. Igwuruta Model Primary Health Centre

The target respondents include hospital administrators, health information managers, hospital administrators and health services managers, who are directly involved in the day-to-day management of resources and performance assessment. A sample of 40 respondents was selected from 10 public healthcare centres in Rivers State. The firms were be chosen using purposive sampling, based on their size, years of operation, and willingness to participate in the study. Within each firm, stratified random sampling will be used to ensure representation across four managerial levels and departments. Data collected was analyzed using inferential statistics of Pearson product moment correlations Statistical analysis will be conducted using SPSS (Statistical Package for Social Sciences) version 25.

RESULTS

Ho₁: There is no significant relationship between Health benefit and resource utilization efficiency of public healthcare centres in Rivers State.

Table 1: Correlations on Health Benefit and Resource Utilization Efficiency

		Health benefit	Resource utilization efficiency
Health benefit	Pearson Correlation	1	.673**
	Sig. (2-tailed)		.000
	N	40	40
Resource utilization efficiency	Pearson Correlation	.673**	1
	Sig. (2-tailed)	.000	
	N	40	40

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

The relationship between health benefit and resource utilization efficiency of public healthcare centres in Rivers State was examined using Pearson correlation analysis. The results, as shown in Table 1, indicate a strong positive correlation between Health Benefit and resource utilization efficiency, with a Pearson correlation coefficient of **0.673**, which is statistically significant at the 0.01 level ($p < 0.01$). Therefore, the null hypothesis (H₀₁), which states that there is no significant relationship between health benefit and the resource utilization efficiency of public healthcare centres, is rejected.

Ho₂: There is no significant relationship between financial benefit and service delivery performance of public healthcare centres in Rivers State.

Table 2: Correlations on Financial Benefit and Service Delivery Performance

		Financial benefit	Performance
financial benefit	Pearson Correlation	1	.592**
	Sig. (2-tailed)		.000
	N	40	40
Performance	Pearson Correlation	.592**	1
	Sig. (2-tailed)	.000	
	N	40	40

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

The correlation analysis conducted to test the relationship between financial benefit and service delivery performance of public healthcare centres in Rivers State is presented in Table 2. The result reveals a moderate positive correlation between financial benefit and service delivery performance, with a Pearson correlation coefficient of 0.592, which is statistically significant at the 0.01 level ($p < 0.01$). Since the p-value is less than 0.01, the result is considered statistically significant. Therefore, the null hypothesis (H02), which states that there is no significant relationship between financial benefit and the service delivery performance of public healthcare centres, is rejected.

Ho₃: There is no significant relationship between work-life balance benefit and quality of care of public healthcare centres in Rivers State.

Table 3: Correlations on Work-life Balance Benefit and Quality of Care

		Work-life balance benefit	Quality of care
Work-life balance benefit	Pearson Correlation	1	.640**
	Sig. (2-tailed)		.000
	N	40	40
Quality of care	Pearson Correlation	.640**	1
	Sig. (2-tailed)	.000	
	N	40	40

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

The relationship between Work-life balance benefit and quality of care of public healthcare centres in Rivers State was assessed using Pearson correlation analysis. As shown in Table 3, the analysis revealed a strong positive correlation between work-life balance benefit and quality of care, with a Pearson correlation coefficient of 0.640, which is statistically significant at the 0.01 level ($p < 0.01$). Since the p-value is well below the 0.01 threshold, the correlation is considered statistically significant. As a result, the null hypothesis (H03), which states that there is no significant relationship between work-life balance benefit and the quality of care of public healthcare centres in Rivers State, is rejected.

Summary of Findings

- 1) There is a significant relationship between health benefit and resource utilization efficiency of public healthcare centres in Rivers State.
- 2) There is a significant relationship between financial benefit and service delivery performance of public healthcare centres in Rivers State.
- 3) There is a significant relationship between work-life balance benefit and quality of care of public healthcare centres in Rivers State.

CONCLUSION

The study concluded that there is a significant positive correlation between workplace benefits and organisational productivity in public healthcare centres in Rivers State. This underscores the critical role that comprehensive employee benefits play in enhancing performance and operational efficiency.

RECOMMENDATIONS

Based on the findings, the following recommendations are proposed:

1. The government and healthcare administrators should enhance the scope and accessibility of health benefits for staff, as improved health benefits can lead to more efficient use of healthcare resources through increased staff wellness, reduced absenteeism, and optimized workforce capacity.
2. Management of public healthcare centres should prioritize the review and timely disbursement of financial incentives and remuneration packages to healthcare workers, as

this has a direct positive impact on their motivation and, consequently, the quality and timeliness of healthcare service delivery.

3. Public healthcare management should institutionalize flexible scheduling and workload reduction strategies to promote work-life balance, thereby enhancing staff satisfaction and ensuring more attentive and higher-quality patient care.

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