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MENTAL WELLNESS AND EMPLOYEE PRODUCTIVITY AMONG HEALTHCARE WORKERS IN RIVERS STATE, NIGERIA

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Abstract
This study examined the relationship between mental wellness and employee productivity among healthcare workers in selected healthcare facilities in Rivers State, Nigeria. The increasing psychological demands associated with healthcare service delivery and workplace stress have heightened the need for initiatives that promote the mental wellness of healthcare workers and improve their productivity. Mental wellness was examined using psychological well-being and stress management, while employee productivity was measured using task performance and contextual performance. The study was anchored on the Job Demands–Resources (JD-R) Theory and adopted a correlational research design. The population comprised 280 healthcare workers drawn from 10 selected healthcare facilities in Rivers State, with a sample size of 162 determined using the Krejcie and Morgan (1970) sample size determination table. From the 162 questionnaires administered, 152 were successfully retrieved and analyzed. Data were analyzed using descriptive statistics and the Pearson Product Moment Correlation Coefficient (PPMCC) at a 0.05 level of significance. The findings revealed that psychological well-being and stress management each had strong positive and statistically significant relationships with task performance and contextual performance. The study concludes that improved mental wellness significantly enhances employee productivity among healthcare workers. It recommends that healthcare facilities strengthen mental health support through employee counselling, stress management programmes, supportive work environments, and regular mental health assessments to improve the productivity of healthcare workers and enhance healthcare service delivery.

Keywords: Mental Wellness, Psychological Well-being, Employee Productivity, Task Performance, Contextual Performance.

INTRODUCTION

Mental wellness has become a strategic organisational concern because it influences employees' ability to function effectively, maintain productive relationships, and achieve organisational goals. Within healthcare facilities, healthcare workers are exposed to heavy workloads, emotional labour, staff shortages, and demanding service expectations, making mental wellness essential for sustaining employee productivity. The World Health Organisation (WHO, 2022) defines mental health as a state of well-being that enables individuals to cope with life's stresses, work productively, and contribute to society. Globally, approximately 15% of working-age adults experience a mental disorder, while depression and anxiety account for nearly 12 billion lost working days and about US$1 trillion in lost productivity annually (WHO, 2022). The International Labour Organisation (ILO, 2022) further reports that poor mental health contributes to absenteeism, presenteeism, workplace accidents, increased turnover intentions, and reduced organisational performance.

Mental wellness comprises several dimensions, of which psychological well-being and stress management are particularly important in the workplace. Psychological well-being reflects positive emotional functioning, personal growth, resilience, and meaningful interpersonal relationships (Ryff, 2018), while stress management enables employees to cope effectively with occupational stress and

maintain high levels of performance (Demerouti et al., 2001; Bakker & Demerouti, 2017). The WHO (2022) recommends interventions such as supportive leadership, manageable workloads, employee participation, manager training, and workplace mental health promotion to strengthen these psychological resources. Employee productivity is reflected through task performance and contextual performance, which capture employees' effectiveness in performing assigned duties and their voluntary contributions to organisational success (Koopmans et al., 2011; Koopmans et al., 2021).

Healthcare workers operate in highly demanding environments characterized by prolonged working hours, emergency situations, occupational hazards, workforce shortages, and complex clinical decision-making. These conditions increase the risk of psychological distress and reduced productivity (Demerouti et al., 2001; Bakker & Demerouti, 2017). Conversely, healthcare workers with good mental wellness are more resilient, committed, and productive (Bakker & de Vries, 2021; Sonnentag, 2018). In Nigeria, particularly in Rivers State, healthcare facilities continue to face inadequate resources, increasing patient demands, and workforce shortages, making mental wellness an important factor in improving employee productivity and healthcare service delivery (WHO, 2022; ILO, 2022).

Although previous studies have examined occupational stress, burnout, employee well-being, mental health, and job performance, comparatively fewer studies have investigated mental wellness, measured through psychological well-being and stress management, in relation to employee productivity, measured by task performance and contextual performance, among healthcare workers in Rivers State, Nigeria. Moreover, many previous studies have focused on negative psychological outcomes rather than positive mental wellness as a resource for enhancing productivity (Bakker & Demerouti, 2017; WHO, 2022). This conceptual and geographical gap provides the justification for the present study, which examines the relationship between mental wellness and employee productivity among healthcare workers in Rivers State, Nigeria.

Statement of the Problem

The productivity of healthcare workers is essential to the effectiveness of healthcare facilities because it influences the quality of patient care, service delivery, and organisational performance. However, healthcare workers face increasing psychological pressures arising from heavy workloads, prolonged working hours, emotional labour, staff shortages, and complex clinical responsibilities, which may adversely affect their psychological well-being, stress management, and overall productivity (Bakker & Demerouti, 2017; Demerouti et al., 2001). According to the World Health Organisation (WHO, 2022), approximately 15% of working-age adults experience a mental disorder, while depression and anxiety account for nearly 12 billion lost working days and about US$1 trillion in lost productivity annually. Poor mental wellness has also been linked to absenteeism, presenteeism, staff turnover, and reduced organisational effectiveness (WHO, 2022; International Labour Organisation [ILO], 2022).

Within healthcare facilities, poor mental wellness can impair healthcare workers' concentration, clinical judgement, motivation, and interpersonal relationships, thereby reducing both task performance and contextual performance (Ryff, 2018; Bakker & Demerouti, 2017; Koopmans et al., 2011; Koopmans et al., 2021). In Nigeria, particularly in Rivers State, inadequate healthcare infrastructure, workforce shortages, increasing patient demands, and limited resources further intensify the psychological demands placed on healthcare workers, which may reduce employee productivity and the quality of healthcare service delivery (WHO, 2022; ILO, 2022; Bakker & de Vries, 2021).

Although previous studies have examined occupational stress, burnout, employee well-being, and job performance, comparatively fewer empirical studies have investigated mental wellness, operationalized through psychological well-being and stress management, in relation to employee productivity, measured by task performance and contextual performance, among healthcare workers in Rivers State, Nigeria (Ryff, 2018; Koopmans et al., 2011). Furthermore, many studies have emphasized negative psychological outcomes rather than positive mental wellness as a resource for improving productivity (Bakker & Demerouti, 2017; Bakker & de Vries, 2021). Most available evidence has also been generated outside Nigeria, creating a conceptual and geographical gap that justifies this study, which examines the relationship between mental wellness and employee productivity among healthcare workers in Rivers State, Nigeria.

Research Objectives

General Objective

To examine the relationship between mental wellness and employee productivity among healthcare workers in Rivers State, Nigeria.

Specific Objectives

The specific objectives of this study are to:

i. Examine the relationship between psychological well-being and task performance among healthcare workers in Rivers State, Nigeria.
ii. Determine the relationship between psychological well-being and contextual performance among healthcare workers in Rivers State, Nigeria.
iii. Examine the relationship between stress management and task performance among healthcare workers in Rivers State, Nigeria.
iv. Determine the relationship between stress management and contextual performance among healthcare workers in Rivers State, Nigeria.

Research Questions

The following research questions will guide the study:

i. What is the relationship between psychological well-being and task performance among healthcare workers in Rivers State, Nigeria?
ii. What is the relationship between psychological well-being and contextual performance among healthcare workers in Rivers State, Nigeria?
iii. What is the relationship between stress management and task performance among healthcare workers in Rivers State, Nigeria?
iv. What is the relationship between stress management and contextual performance among healthcare workers in Rivers State, Nigeria?

Research Hypotheses

The following null hypotheses will be tested in the study:

H_{o1}: There is no significant relationship between psychological well-being and task performance among healthcare workers in Rivers State, Nigeria.

H_{o2}: There is no significant relationship between psychological well-being and contextual performance among healthcare workers in Rivers State, Nigeria.

H_{o3}: There is no significant relationship between stress management and task performance among healthcare workers in Rivers State, Nigeria.

H_{o4}: There is no significant relationship between stress management and contextual performance among healthcare workers in Rivers State, Nigeria.

Conceptual Framework

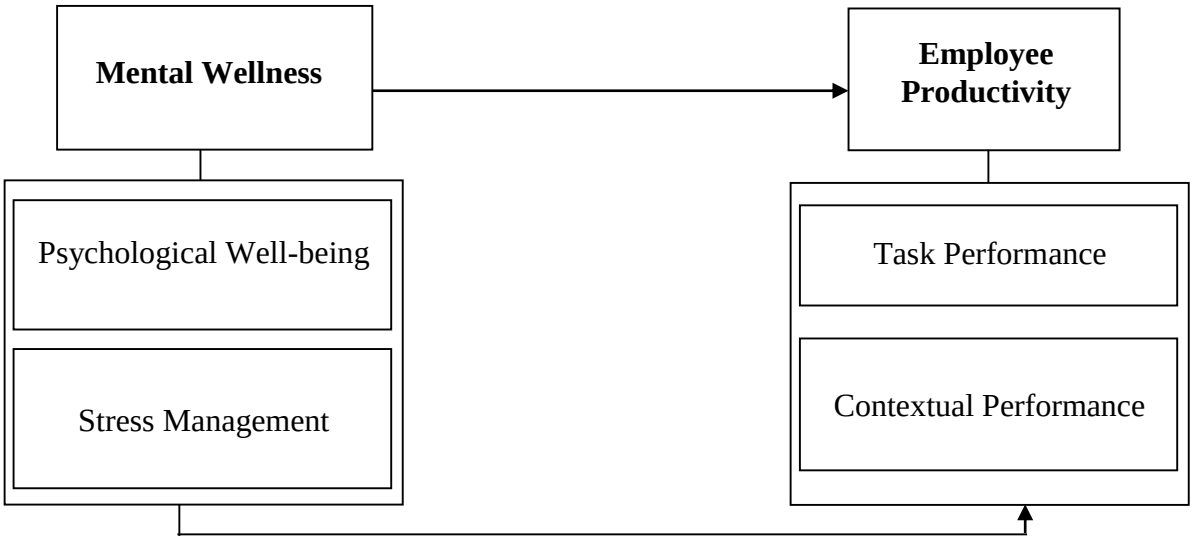

Figure 1: *Conceptual Framework Showing the Relationship between mental wellness and employee productivity among healthcare workers in Rivers State, Nigeria*

Source: *The dimensions of Mental Wellness (Psychological Well-being and Stress Management) were adapted from the World Health Organisation's mental health framework (WHO, 2022) and supported by contemporary occupational health literature (ILO, 2022; Rugulies et al., 2021). The measures of Employee Productivity (Task Performance and Contextual Performance) were adapted from the individual work performance framework developed by Koopmans et al. (2011) and supported by recent studies (Koopmans et al., 2021; Sarti et al., 2022).*

LITERATURE REVIEW

Conceptual Review

Concept of Mental Wellness

Mental wellness is an essential component of overall health and a critical determinant of employees' ability to function effectively in the workplace. It encompasses a positive state of psychological functioning in which individuals can realize their abilities, cope with normal life stresses, work productively, and contribute meaningfully to their organisations and communities. Unlike traditional perspectives that equate mental health with the absence of mental illness, contemporary approaches emphasize positive mental functioning, emotional resilience, life satisfaction, and effective coping mechanisms as integral aspects of mental wellness (World Health Organisation [WHO], 2022).

The increasing complexity of modern workplaces has made mental wellness a strategic organisational concern. Rapid technological advancement, increased job demands, changing work arrangements, and heightened performance expectations have exposed employees to significant psychological pressures. Consequently, organisations are increasingly recognizing that promoting employees' mental wellness is essential for improving productivity, reducing absenteeism, enhancing job satisfaction, and sustaining organisational performance. The International Labour Organisation (ILO) and the World Health Organisation (WHO) jointly emphasize that mentally healthy workplaces contribute to employee wellbeing, organisational resilience, and improved economic outcomes (International Labour Organisation [ILO] & World Health Organisation [WHO], 2022).

Within healthcare organisations, mental wellness assumes even greater significance because healthcare professionals routinely encounter emotionally demanding situations, prolonged working hours, high patient expectations, occupational hazards, and complex clinical responsibilities. These conditions expose healthcare workers to elevated levels of psychological stress, anxiety, emotional exhaustion, and burnout, which may adversely affect both employee wellbeing and healthcare service delivery. Consequently, healthcare organisations are increasingly implementing workplace interventions that promote positive mental wellness through psychological support services, employee assistance programmes, stress reduction initiatives, supportive leadership, and healthy work environments (Hall et al., 2021).

Mental wellness is a multidimensional construct comprising several psychological and behavioural attributes. Among these, psychological well-being and stress management have received considerable attention in organisational and occupational health research because they represent employees' positive psychological functioning and their ability to cope effectively with workplace demands. These dimensions influence employees' motivation, resilience, interpersonal relationships, decision-making ability, and overall work effectiveness (WHO, 2022). Accordingly, this study conceptualizes mental wellness using psychological well-being and stress management.

Psychological Well-being

Psychological well-being refers to an individual's positive mental functioning, encompassing emotional balance, self-acceptance, autonomy, personal growth, purpose in life, environmental mastery, and the ability to establish positive relationships with others. It reflects more than the absence of psychological distress; rather, it represents an individual's capacity to flourish personally and professionally while maintaining positive emotional and cognitive functioning (Ryff, 2018).

In organisational settings, psychological well-being enables employees to maintain optimism, resilience, motivation, and commitment despite workplace challenges. Employees with high psychological well-being are generally more satisfied with their work, demonstrate greater creativity, maintain stronger interpersonal relationships, and exhibit higher levels of engagement and organisational commitment. Positive psychological functioning also enhances employees' ability to make sound decisions, solve problems effectively, and adapt to changing work environments, thereby contributing to improved organisational performance (Donaldson et al., 2022).

Healthcare workers require high levels of psychological well-being because they routinely manage emotionally demanding situations involving patient suffering, emergency care, critical illnesses, and bereavement. Maintaining positive psychological functioning enables healthcare professionals to provide compassionate care, sustain professional judgement, and effectively manage interpersonal interactions with patients, colleagues, and families. Conversely, poor psychological well-being may impair concentration, reduce motivation, weaken clinical judgement, and increase the likelihood of medical errors and reduced quality of care (Hall et al., 2021).

Organisations increasingly invest in initiatives that strengthen employees' psychological well-being through supportive leadership, employee recognition programmes, counselling services, work-life balance policies, and opportunities for professional development. Such interventions contribute to healthier workplaces and enhance employees' capacity to perform effectively while maintaining positive psychological health (ILO & WHO, 2022).

Stress Management

Stress management refers to an individual's ability to recognize, control, and effectively cope with work-related stressors while maintaining psychological stability and productive work behaviour. Occupational stress is an inevitable aspect of modern employment; however, employees differ

considerably in their ability to manage stressful situations without experiencing adverse psychological or behavioural consequences. Effective stress management enables employees to maintain emotional regulation, cognitive functioning, and work performance even under demanding conditions (World Health Organisation, 2022).

Healthcare professionals operate in one of the most stressful occupational environments. Daily exposure to critically ill patients, emergency situations, long working hours, shift work, staff shortages, and emotionally challenging interactions places considerable psychological demands on healthcare workers. Without effective stress management strategies, these occupational stressors may contribute to emotional exhaustion, burnout, anxiety, depression, absenteeism, reduced job satisfaction, and declining work performance (Hall et al., 2021).

Organisations can facilitate effective stress management by implementing workplace mental health programmes, providing psychological counselling services, encouraging employee participation in decision-making, promoting supportive supervision, ensuring manageable workloads, and creating psychologically safe work environments. The WHO Guidelines on Mental Health at Work recommend organisational interventions that address psychosocial risk factors while strengthening employees' resilience and coping capacities to improve both employee wellbeing and organisational performance (WHO, 2022).

Employees who effectively manage workplace stress generally demonstrate greater emotional stability, improved concentration, enhanced decision-making ability, stronger interpersonal relationships, and higher work engagement. They are also less likely to experience absenteeism, presenteeism, or burnout, thereby contributing positively to organisational productivity. In healthcare settings, effective stress management enhances patient safety, teamwork, communication, and service quality while reducing occupational health risks among healthcare professionals (ILO & WHO, 2022).

Concept of Employee Productivity

Employee productivity refers to the extent to which employees efficiently and effectively utilize their knowledge, skills, abilities, and available resources to accomplish assigned tasks and contribute to organisational objectives. It reflects the quality, quantity, timeliness, and effectiveness of employees' work outputs and behaviours. Contemporary perspectives on employee productivity emphasize not only the completion of formal job responsibilities but also the demonstration of discretionary behaviours that enhance organisational functioning and overall performance (Koopmans et al., 2021).

In today's competitive business environment, employee productivity has become a critical determinant of organisational success because productive employees contribute to improved service delivery, innovation, customer satisfaction, and sustainable organisational performance. Organisations increasingly recognize that employee productivity is influenced by numerous factors, including employees' physical and mental health, leadership practices, organisational support, work environment, motivation, and job resources (Bakker & Demerouti, 2017). Consequently, enhancing employee productivity requires organisational strategies that promote employees' overall wellbeing while creating supportive work environments that enable employees to perform effectively.

Within healthcare organisations, employee productivity assumes even greater importance because healthcare workers directly influence patient safety, quality of care, organisational efficiency, and public health outcomes. Healthcare professionals are expected to provide accurate diagnoses, administer appropriate treatments, respond promptly to emergencies, maintain professional standards, and collaborate effectively with multidisciplinary teams. Consequently, employee

productivity within healthcare settings encompasses both the effective execution of formal job responsibilities and voluntary behaviours that promote teamwork, organisational effectiveness, and quality patient care (World Health Organisation [WHO], 2022).

Modern organisational behaviour literature conceptualizes employee productivity through task performance and contextual performance. This multidimensional perspective recognizes that employees contribute to organisational effectiveness not only by performing their assigned duties but also by engaging in behaviours that support the organisational and social environment. Accordingly, this study measures employee productivity using task performance and contextual performance.

Task Performance

Task performance refers to employees' effectiveness in performing the core duties and responsibilities formally prescribed in their job descriptions. It reflects how well employees apply their professional knowledge, technical competencies, and skills to accomplish work assignments efficiently, accurately, and in accordance with established organisational standards (Koopmans et al., 2021).

Task performance is considered the primary indicator of employee productivity because it directly relates to the successful execution of organisational goals. Employees with high task performance consistently complete assigned duties on schedule, produce quality outputs, comply with organisational procedures, and demonstrate competence in carrying out their professional responsibilities. High levels of task performance enhance operational efficiency, service quality, and organisational competitiveness (De Jong et al., 2020).

In healthcare organisations, task performance encompasses activities such as conducting accurate patient assessments, administering medications correctly, maintaining complete medical records, complying with infection prevention protocols, making sound clinical decisions, and providing timely patient care. Because healthcare workers routinely perform tasks requiring high levels of concentration, professional competence, and precision, their ability to sustain effective task performance is essential for ensuring patient safety and improving healthcare outcomes (Hall et al., 2021).

Several organisational and individual factors influence task performance, including employees' mental wellness, leadership support, workload, organisational climate, job satisfaction, and availability of adequate work resources. Healthcare workers who possess positive psychological well-being and effective stress management skills are generally more capable of maintaining concentration, making accurate clinical decisions, and consistently delivering quality healthcare services despite demanding work conditions (Bakker & Demerouti, 2017).

Contextual Performance

Contextual performance refers to employees' voluntary behaviours that contribute to the organisational, psychological, and social environment beyond the formal requirements of their jobs. These behaviours include helping colleagues, cooperating with team members, volunteering for additional responsibilities, complying with organisational rules, demonstrating organisational commitment, and supporting initiatives that improve organisational effectiveness (Koopmans et al., 2021).

Unlike task performance, which focuses on prescribed job duties, contextual performance reflects employees' willingness to contribute beyond minimum job expectations. Such behaviours strengthen

teamwork, improve communication, foster positive workplace relationships, and create supportive organisational cultures that facilitate organisational success (Sarti et al., 2022).

Contextual performance is particularly important in healthcare organisations because effective healthcare delivery depends heavily on multidisciplinary collaboration and coordinated patient care. Healthcare professionals frequently work in teams involving physicians, nurses, pharmacists, laboratory scientists, physiotherapists, and other specialists. Employees who willingly assist colleagues, share professional knowledge, communicate effectively, and support organisational objectives contribute significantly to improved patient outcomes and organisational efficiency (West et al., 2020).

Positive contextual performance also promotes organisational resilience by strengthening trust, cooperation, adaptability, and employee engagement. Healthcare workers who demonstrate helping behaviours and maintain positive interpersonal relationships are better able to manage emergencies, coordinate patient care, and sustain high-quality healthcare services under challenging conditions. Contemporary research indicates that employees experiencing positive mental wellness are more likely to demonstrate contextual performance because psychological well-being enhances empathy, cooperation, emotional regulation, and prosocial workplace behaviours (Donaldson et al., 2022).

Mental Wellness and Employee Productivity

Mental wellness has become increasingly recognized as a significant predictor of employee productivity across occupational settings. Organisations now acknowledge that employees' psychological health influences not only their personal wellbeing but also their ability to perform assigned duties efficiently, collaborate effectively with colleagues, and contribute to organisational objectives. Employees who enjoy positive mental wellness are generally more motivated, resilient, engaged, and committed to their work, thereby demonstrating higher levels of productivity than those experiencing poor psychological health (World Health Organisation [WHO], 2022).

Within healthcare organisations, the relationship between mental wellness and employee productivity is particularly significant because healthcare workers perform emotionally demanding and cognitively intensive tasks that require sustained concentration, sound judgement, effective communication, and collaborative decision-making. Positive psychological well-being enables healthcare professionals to maintain emotional stability, optimism, resilience, and professional competence despite workplace challenges. Similarly, effective stress management helps employees regulate emotional responses, cope with occupational pressures, and maintain consistent work performance under stressful conditions (ILO & WHO, 2022).

Mental wellness contributes directly to task performance by enhancing employees' concentration, cognitive functioning, decision-making ability, motivation, and commitment to quality service delivery. Healthcare workers who experience high levels of psychological well-being and effectively manage occupational stress are more likely to complete assigned duties accurately, minimize clinical errors, comply with professional standards, and deliver high-quality patient care (Hall et al., 2021).

Mental wellness also promotes contextual performance because psychologically healthy employees are more willing to cooperate with colleagues, assist team members, share professional knowledge, participate in organisational activities, and maintain positive workplace relationships. These discretionary behaviours strengthen teamwork, improve communication, and contribute to a supportive organisational climate that enhances healthcare service delivery and organisational effectiveness (Donaldson et al., 2022).

Healthcare organisations that invest in workplace mental health promotion through supportive leadership, employee assistance programmes, counselling services, manageable workloads, resilience training, and psychologically safe work environments are therefore more likely to improve both employee wellbeing and productivity. Promoting psychological well-being and effective stress management not only benefits healthcare workers but also enhances patient safety, service quality, organisational performance, and the long-term sustainability of healthcare systems (WHO, 2022).

Theoretical Framework

Job Demands-Resources (JD-R) Theory

This study is anchored on the Job Demands–Resources (JD-R) Theory developed by Demerouti, Bakker, Nachreiner, and Schaufeli (2001) and refined by Bakker and Demerouti (2017). The theory explains that employees' wellbeing and performance are influenced by the balance between job demands (e.g., workload, emotional labour, long working hours, and role pressure) and job resources (e.g., supportive leadership, counselling services, employee assistance programmes, training, and positive work relationships) (Bakker & Demerouti, 2017). It proposes two processes: the health impairment process, where excessive job demands lead to stress, burnout, and reduced performance, and the motivational process, where adequate job resources enhance psychological wellbeing, resilience, motivation, and performance (Bakker & Demerouti, 2017; Schaufeli, 2017).

In this study, mental wellness is represented by psychological well-being and stress management, while employee productivity is measured through task performance and contextual performance. The theory suggests that healthcare workers with positive psychological wellbeing and effective stress management are more likely to perform their duties efficiently and demonstrate cooperative workplace behaviours. Given the demanding nature of healthcare work, the JD–R Theory provides an appropriate framework for explaining how organisational resources enhance mental wellness and improve employee productivity among healthcare workers in Rivers State, Nigeria (Demerouti et al., 2001; Bakker & Demerouti, 2017; Schaufeli, 2017).

Empirical Review

Deka et al. (2024) examined the relationship between resilience, stress, mental well-being, and task performance among 445 employees using a cross-sectional survey and Structural Equation Modelling (SEM). The findings revealed that mental well-being significantly improved task performance, while stress had a negative effect. The study concluded that promoting employees' psychological well-being enhances productivity.

Wang et al. (2022) investigated the relationship among work stress, health status, presenteeism, and task performance among 4,261 healthcare workers in China using a cross-sectional survey and SEM. The findings showed that better health status significantly improved task performance, whereas work stress reduced performance. The study recommended strengthening employees' psychological health to improve productivity.

Gao et al. (2024) evaluated a multimodal psychological support programme among healthcare providers in China using a randomized controlled trial. The findings indicated that the intervention significantly improved healthcare workers' psychological well-being and reduced stress, suggesting enhanced work effectiveness.

Owusu (2023) examined the relationship between psychological well-being and job performance among healthcare workers in Ghana using a quantitative survey and multigroup Structural Equation Modelling. The study found that psychological well-being had a significant positive influence on

employees' job performance and recommended workplace interventions that promote mental wellness.
Nowrouzi-Kia et al. (2022) conducted a systematic review and meta-analysis on healthcare workers' mental health and work performance. The review found that good psychological well-being enhances employee performance, while stress, anxiety, and burnout reduce work effectiveness. The authors emphasized the need for organisational strategies that promote healthcare workers' mental wellness to sustain productivity.

Collectively, these studies consistently demonstrate that psychological well-being positively influences task performance. However, most were conducted outside Nigeria, with limited empirical evidence focusing specifically on healthcare workers in Rivers State, thereby justifying the present study.

METHODOLOGY

This study adopted a correlational research design to examine the relationship between mental wellness and employee productivity among healthcare workers in Rivers State, Nigeria, without manipulating the study variables. The population comprised 280 healthcare workers drawn from 10 purposively selected healthcare facilities representing public and private institutions providing primary, secondary, and tertiary healthcare services. The facilities were selected to ensure adequate representation of the healthcare sector, minimize institutional bias, and improve the generalizability of the findings. The population included management and non-management healthcare workers, such as medical doctors, nurses, pharmacists, medical laboratory scientists, physiotherapists, radiographers, administrative personnel, and other allied healthcare professionals. Using the Krejcie and Morgan (1970) sample size table, 162 respondents were selected through stratified random sampling.

Data were obtained from both primary and secondary sources. Primary data were collected using a structured questionnaire comprising Section A (demographic information) and Section B (psychological well-being, stress management, task performance, and contextual performance) measured on a five-point Likert scale. The instrument was validated through face and content validation by experts, while reliability was established using Cronbach's Alpha based on a pilot study analyzed with SPSS Version 27. A reliability coefficient of 0.70 or above, as recommended by Nunnally and Bernstein (1994), was considered acceptable.

Questionnaires were administered with the assistance of trained research assistants. Mental wellness was measured using psychological well-being and stress management, while employee productivity was measured using task performance and contextual performance. Data were analyzed using descriptive statistics and the Pearson Product Moment Correlation Coefficient (PPMCC) with SPSS Version 27 at a 0.05 level of significance. Ethical standards were observed by obtaining approval from the selected healthcare facilities, securing informed consent, ensuring voluntary participation, and maintaining respondents' anonymity, confidentiality, and protection throughout the study.

Population of the Study

Table 1: Sample Size Allocation and Questionnaire Distribution among Selected Healthcare Facilities in Rivers State

S/N	Selected Healthcare Facility	Population	Sample Size	Questionnaire Distributed	Questionnaire Retrieved	Questionnaire Used
1	University of Port Harcourt Teaching Hospital	50	29	29	27	27
2	Rivers State University Teaching Hospital	35	20	20	19	19
3	Braithwaite Memorial Specialist Hospital	35	20	20	19	19
4	Meridian Hospitals	25	15	15	14	14
5	SAVEALIFE Mission Hospital	25	15	15	14	14
6	First Rivers Hospital Limited	25	15	15	14	14
7	Healthcrest Specialist Hospital	20	12	12	11	11
8	Obio Cottage Hospital	20	12	12	11	11
9	Cova Care Specialist Hospital & Endoscopy Centre	25	15	15	14	14
10	Morning Star Hospital	20	9	9	**9**	**9**
Total		**280**	**162**	**162**	**152**	**152**

Source: Researcher's Field Survey (2026); Rivers State Ministry of Health Registered Healthcare Facilities.

Table 2: Variable Measurement and Reliability Coefficients of the Study Variables

S/N	Variables	Dimensions/Measures	Number of Items	Cronbach's Alpha
1	**Mental Wellness**	Psychological Well-being	5	0.881
		Stress Management	5	0.864
2	**Employee Productivity**	Task Performance	5	0.889
		Contextual Performance	5	0.872
	Overall Reliability Coefficient		**20**	**0.877**

Source: Adapted from Ryff (1989); World Health Organisation (2022); International Labour Organisation & World Health Organisation (2022); Koopmans et al. (2014); and Koopmans et al. (2021).

The reliability results indicate that all the study constructs are internally consistent and reliable, with Cronbach's alpha coefficients of 0.881 for psychological well-being, 0.864 for stress management, 0.889 for task performance, and 0.872 for contextual performance. These coefficients exceed the minimum acceptable threshold of 0.70 recommended by Nunnally and Bernstein (1994), indicating that the questionnaire items consistently measure their respective constructs. Furthermore, the overall reliability coefficient of 0.877 demonstrates a high level of internal consistency for the entire research instrument, confirming that it is reliable and suitable for data collection and subsequent statistical analysis.

Table 3: Response Rate of Questionnaire Distribution and Retrieval

Details	Frequency	Percentage
Number of Copies Distributed	162	100.00%
Number of Copies Retrieved	152	93.83%
Number of Copies Not Returned	10	6.17%
Number of Copies Invalid	0	0.00%
Number of Copies Used for Analysis	152	93.83%

Source: Researcher's Field Survey (2026).

Table 3 shows that 162 copies of the questionnaire were distributed to healthcare workers in the selected healthcare facilities in Rivers State. Out of this number, 152 copies, representing 93.83%, were successfully retrieved, while 10 copies, representing 6.17%, were not returned. No questionnaire was invalid or improperly completed; therefore, all 152 retrieved copies were considered suitable for analysis. The response rate of 93.83% is considered very high and adequate for statistical analysis, indicating a strong level of respondents' participation and enhancing the credibility and reliability of the study findings.

DATA RESULTS

Table 4: Descriptive Statistics on Psychological Well-being

S/N	Psychological Well-being Items	N	Min.	Max.	Sum	Mean	Std. Dev.
1	I feel emotionally balanced while carrying out my job responsibilities.	152	1.0	5.0	628.0	4.132	0.781
2	I remain optimistic despite work-related challenges.	152	1.0	5.0	622.0	4.092	0.806
3	I am satisfied with my overall mental health.	152	1.0	5.0	634.0	4.171	0.763
4	I maintain positive relationships with my colleagues.	152	1.0	5.0	627.0	4.125	0.789
5	I am able to remain focused during demanding work situations.	152	1.0	5.0	636.0	4.184	0.756
	Valid N (listwise)	**152**					

Source: SPSS (Version 27) Result, 2026.

Table 5: Descriptive Statistics on Stress Management

S/N	Stress Management Items	N	Min.	Max.	Sum	Mean	Std. Dev.
1	I effectively manage work-related stress.	152	1.0	5.0	623.0	4.099	0.803
2	My organisation provides adequate support for stress management.	152	1.0	5.0	629.0	4.138	0.777
3	I recover quickly after stressful work situations.	152	1.0	5.0	620.0	4.079	0.812
4	I maintain emotional control during difficult situations.	152	1.0	5.0	632.0	4.158	0.771
5	I utilize healthy coping strategies to manage workplace stress.	152	1.0	5.0	635.0	4.178	0.760
	Valid N (listwise)	**152**					

Source: SPSS (Version 27) Result, 2026.

Table 6: Descriptive Statistics on Task Performance

S/N	Task Performance Items	N	Min.	Max.	Sum	Mean	Std. Dev.
1	I complete my assigned duties efficiently.	152	1.0	5.0	631.0	4.151	0.776
2	I consistently provide quality healthcare services.	152	1.0	5.0	636.0	4.184	0.759
3	I complete my work within scheduled time.	152	1.0	5.0	626.0	4.118	0.792

4	I perform my duties accurately.	152	1.0	5.0	633.0	4.164	0.772
5	I maintain high productivity in my daily responsibilities.	152	1.0	5.0	638.0	4.197	0.751
	Valid N (listwise)	**152**					

Source: SPSS (Version 27) Result, 2026.

Table 7: Descriptive Statistics on Contextual Performance

S/N	Contextual Performance Items	N	Min.	Max.	Sum	Mean	Std. Dev.
1	I willingly assist colleagues whenever necessary.	152	1.0	5.0	632.0	4.158	0.773
2	I cooperate effectively with members of my work team.	152	1.0	5.0	637.0	4.191	0.757
3	I voluntarily support organisational activities beyond my assigned duties.	152	1.0	5.0	627.0	4.125	0.786
4	I maintain positive working relationships with my colleagues.	152	1.0	5.0	634.0	4.171	0.768
5	I demonstrate professionalism in my interactions with others.	152	1.0	5.0	639.0	4.204	0.748
	Valid N (listwise)	**152**					

Source: SPSS (Version 27) Result, 2026.

Interpretation of Descriptive Results

The results presented in Tables 4–7 indicate that respondents generally agreed that mental wellness contributes positively to employee productivity among healthcare workers in selected healthcare facilities in Rivers State. Psychological well-being recorded high mean scores ranging from 4.092 to 4.184, while stress management ranged from 4.079 to 4.178, reflecting positive perceptions of mental wellness. Similarly, task performance recorded mean scores ranging from 4.118 to 4.197, and contextual performance ranged from 4.125 to 4.204, indicating high levels of employee productivity. Collectively, the findings suggest that psychological well-being and effective stress management are important determinants of task performance and contextual performance among healthcare workers in the selected healthcare facilities.

Inferential Statistical Analysis

The Pearson Product Moment Correlation Coefficient (PPMCC) was used to examine the relationship between mental wellness (psychological well-being and stress management) and employee productivity (task performance and contextual performance) among healthcare workers in selected healthcare facilities in Rivers State, Nigeria, using SPSS Version 27 at a 0.05 level of significance.

Table 8: Psychological Well-being and Task Performance

Pearson Correlation		**Psychological Well-being**	**Task Performance**
Psychological Well-being	Correlation Coefficient	1.000	0.794
	Sig. (2-tailed)	.	0.000
	N	152	152
Task Performance	Correlation Coefficient	0.794	1.000
	Sig. (2-tailed)	0.000	.
	N	152	152

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

Source: SPSS (Version 27) Result, 2026.

Table 9: Psychological Well-being and Contextual Performance

Pearson Correlation		**Psychological Well-being**	**Contextual Performance**
Psychological Well-being	Correlation Coefficient	1.000	0.768
	Sig. (2-tailed)	.	0.000
	N	152	152
Contextual Performance	Correlation Coefficient	0.768	1.000
	Sig. (2-tailed)	0.000	.
	N	152	152
Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS (Version 27) Result, 2026.

Table 10: Stress Management and Task Performance

Pearson Correlation		**Stress Management**	**Task Performance**
Stress Management	Correlation Coefficient	1.000	0.776
	Sig. (2-tailed)	.	0.000
	N	152	152
Task Performance	Correlation Coefficient	0.776	1.000
	Sig. (2-tailed)	0.000	.
	N	152	152
Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS (Version 27) Result, 2026.

Table 11: Stress Management and Contextual Performance

Pearson Correlation		**Stress Management**	**Contextual Performance**
Stress Management	Correlation Coefficient	1.000	0.751
	Sig. (2-tailed)	.	0.000
	N	152	152
Contextual Performance	Correlation Coefficient	0.751	1.000
	Sig. (2-tailed)	0.000	.
	N	152	152
Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS (Version 27) Result, 2026.

Interpretation of the Results

The results presented in Tables 8 to 11 reveal strong positive and statistically significant relationships between mental wellness and employee productivity among healthcare workers in selected healthcare facilities in Rivers State, Nigeria.

Specifically, Table 8 shows that psychological well-being has a strong positive relationship with task performance ($r = 0.794$, $p < 0.01$). This implies that healthcare workers who experience positive psychological well-being are more likely to perform their assigned duties efficiently, maintain concentration, and deliver quality healthcare services.

Table 9 indicates a strong positive and statistically significant relationship between psychological well-being and contextual performance ($r = 0.768$, $p < 0.01$). This suggests that healthcare workers with better psychological well-being are more willing to cooperate with colleagues, support organisational activities, and demonstrate positive workplace behaviours beyond their formal job responsibilities.

Similarly, Table 10 reveals that stress management has a strong positive relationship with task performance ($r = 0.776$, $p < 0.01$). This finding implies that healthcare workers who effectively manage workplace stress are more productive, perform their duties accurately, and maintain high levels of work efficiency despite demanding work conditions.

Finally, Table 11 shows that stress management has a strong positive and statistically significant relationship with contextual performance ($r = 0.751$, $p < 0.01$). This indicates that employees who effectively cope with occupational stress are more likely to assist colleagues, maintain positive interpersonal relationships, and contribute voluntarily to the achievement of organisational goals.

The findings therefore demonstrate that mental wellness, through psychological well-being and stress management, significantly enhances employee productivity by improving both task performance and contextual performance among healthcare workers in selected healthcare facilities in Rivers State, Nigeria. These results suggest that healthcare managers should prioritize workplace mental health initiatives, employee counselling services, stress management programmes, and supportive work environments to sustain high levels of employee productivity and quality healthcare delivery.

Summary of Hypotheses

Table 12: Summary of Hypothesis Testing

S/N	Hypothesis	Result	Decision
H01	There is no significant relationship between digital communication effectiveness and promotive voice behaviour in deposit money banks in Rivers State.	r = 0.741, p-value = 0.000	Reject H01 since p-value < 0.05
H02	There is no significant relationship between digital communication effectiveness and upward voice behaviour in deposit money banks in Rivers State.	r = 0.723, p-value = 0.000	Reject H02 since p-value < 0.05
H03	There is no significant relationship between virtual trust building and promotive voice behaviour in deposit money banks in Rivers State.	r = 0.756, p-value = 0.000	Reject H03 since p-value < 0.05
H04	There is no significant relationship between virtual trust building and upward voice behaviour in deposit money banks in Rivers State.	r = 0.738, p-value = 0.000	Reject H04 since p-value < 0.05

Source: Researcher's Field Survey and SPSS Output (Version 27, 2026).

DISCUSSION OF FINDINGS

The findings of this study reveal that mental wellness has a significant positive relationship with employee productivity among healthcare workers in selected healthcare facilities in Rivers State, Nigeria. Specifically, psychological well-being and stress management showed strong positive relationships with both task performance and contextual performance. These findings are consistent

with studies indicating that healthcare workers with good mental health are more productive, resilient, and capable of delivering quality healthcare services while maintaining positive workplace relationships (World Health Organisation [WHO], 2022; International Labour Organisation [ILO] & WHO, 2022).

The study found a strong positive relationship between psychological well-being and task performance (r = 0.794), indicating that healthcare workers with positive emotional functioning and psychological resilience perform their duties more effectively. This finding agrees with Deka et al. (2024) and Owusu (2023). Similarly, psychological well-being had a strong positive relationship with contextual performance (r = 0.768), supporting the findings of Nowrouzi-Kia et al. (2022) that good mental health enhances teamwork and workplace performance.

The results also revealed strong positive relationships between stress management and task performance (r = 0.776), consistent with Wang et al. (2022), and between stress management and contextual performance (r = 0.751), supporting Gao et al. (2024). Finally, the findings show that mental wellness significantly improves employee productivity by enhancing both task and contextual performance. They also support the Job Demands-Resources (JD-R) Theory developed by Demerouti et al. (2001) and advanced by Bakker and Demerouti (2017), suggesting that healthcare facilities can improve employee productivity by strengthening mental wellness programmes for healthcare workers.

CONCLUSION

The study concludes that mental wellness has a significant positive relationship with employee productivity among healthcare workers in selected healthcare facilities in Rivers State, Nigeria. Specifically, psychological well-being and stress management significantly enhance task performance and contextual performance. The study therefore concludes that promoting the mental wellness of healthcare workers is a strategic human resource management practice for improving employee productivity, enhancing healthcare service delivery, and strengthening organisational effectiveness within healthcare facilities.

RECOMMENDATIONS

Based on the findings of the study, the following recommendations are made:

1. Healthcare facilities should strengthen the psychological well-being of healthcare workers through counselling services, employee assistance programmes, mental health awareness initiatives, and supportive leadership.
2. Healthcare facilities should implement comprehensive stress management programmes, including resilience training, stress reduction workshops, effective workload management, and flexible work schedules where feasible.
3. Management of healthcare facilities should integrate mental wellness into human resource policies by promoting psychologically safe work environments, open communication, work-life balance, and regular mental health assessments.
4. Healthcare facilities should periodically evaluate the effectiveness of their mental wellness initiatives through employee feedback, mental health assessments, and performance evaluations to sustain employee productivity, improve healthcare service delivery, and enhance organisational performance.

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