

International Journal Research Publication Analysis

Page: 01-28

WORKPLACE WELLNESS PROGRAM AND EMPLOYEE PRODUCTIVITY IN MANUFACTURING FIRMS IN SOUTH-SOUTH NIGERIA

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Article Received: 29 July 2026

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Article Revised: 19 August 2026

Department of Business Administration Faculty of Administrations and Management
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Published on: 09 September 2026

DOI: <https://doi-doi.org/101555/ijrpa.7431>

ABSTRACT

This study examined the influence of workplace wellness programs on employee productivity. Specifically, the study investigated the effects of fitness class participation, and stress management on employee productivity. A quantitative research design was adopted, and data were collected from a sample of 165 respondents using a structured questionnaire based on a five-point Likert scale. Descriptive statistics, simple linear regression, and multiple regression analyses were employed to analyze the data. The descriptive findings revealed high levels of participation in wellness programs and high perceived employee productivity. The simple regression results showed that fitness class participation ($R^2 = 0.869$), and stress management ($R^2 = 0.916$), each had a strong positive and statistically significant effect on employee productivity. Among the variables, stress management demonstrated the strongest individual influence. The study concludes that participation in workplace wellness initiatives such as fitness classes, and stress management programs, significantly enhances employee productivity. Employees who engage in these programs tend to be healthier, more focused, and more efficient in their work. It was recommended that organizations should adopt comprehensive and integrated wellness strategies to improve employee performance, reduce absenteeism, and achieve overall organizational effectiveness.

KEYWORDS: Workplace Wellness Program; Employee Productivity; Fitness Classes; Stress Management; Manufacturing Firms; South-South Nigeria.

1. INTRODUCTION

In today's competitive and fast-paced work environment, organizations are increasingly recognizing the importance of employee well-being as a key driver of performance and success. Workplace wellness programs have emerged as proactive strategies designed to support employees' physical, mental, and emotional health. These initiatives range from health screenings and fitness challenges to stress management workshops and mental health resources. Beyond promoting individual health, a critical rationale for implementing wellness programs lies in their potential impact on employee productivity. A workplace wellness program is a set of initiatives designed to promote employees' physical, mental, and emotional well-being. These programs can include fitness classes, stress management workshops, health screenings, and access to mental health resources.

A workplace wellness program as part of work-life balance policies is an employment-based activity that is focused on boosting health-related behaviours and disease management (Mujtaba and Cavico, 2021). Generally speaking, these programs are employer-sponsored efforts to increase employee health and wellness and their dependents in some situations. Employee health and wellness programs may be referred to as programs implemented by businesses or businesses to improve employee health and help individual employees overcome unique health-related challenges (Kumar, McCalla, and Lybeck, 2020). World Health Organization (WHO) defines health as “a condition of complete physical, mental, and social well-being rather than simply the absence of sickness or infirmity”. (Mazur & Mazur-Malek, 2017). Workers' places of employment are great resources for population health and wellness promotion, both because of the quantity of time they spend at their jobs as well as due to the influence, their jobs have on human health. Highly productive firms benefit all stakeholders, including consumers, employees, and investors, rather than only being profitable for investors. These firms foster high-quality performance (and, as a result, profitability) and employee thriving, as measured by employee motivation to work and overall well-being (Deci, Olafsen, and Ryan, 2017). A workplace wellness program has different dimensions stated in the extant organizational behaviour literature notably: fitness classes, stress management workshops, health screenings, and access to mental health resources (Deshati, 2023).

In the workplace context, fitness classes are usually provided as part of employee wellness programs to encourage regular physical activity, reduce stress, and enhance both physical and mental health. Participating in fitness classes can improve mood, increase energy levels,

reduce the risk of chronic diseases, and foster social interaction among employees. Studies have shown that employees who regularly participate in physical activity report fewer sick days, lower stress levels, and higher levels of job satisfaction. According to the Centers for Disease Control and Prevention (CDC), workplace physical activity programs can reduce health risks and improve productivity by up to 11% (Schulte & Sauter, 2021). Other issues that businesses confront include the incapacity of some managers to possess technological skills and managerial qualities, as well as irregular power supplies (Uwa & Akpaetor, 2018). Stress management workshops have emerged as a vital component of workplace wellness programs, aiming to address the growing concerns around occupational stress and its impact on employee health, performance, and organizational productivity. In today's fast-paced work environments, employees often face high workloads, tight deadlines, and job insecurity, all of which contribute to elevated stress levels and increased risks of burnout, absenteeism, and reduced morale.

Employee productivity refers to the efficiency and effectiveness with which employees perform their tasks to achieve organizational goals. It is a key indicator of organizational performance, reflecting how well human resources are utilized to produce desired outcomes. Despite being a critical driver of organizational success, many organizations face persistent challenges in achieving optimal employee productivity. Factors such as poor work environments, lack of motivation, inadequate training, ineffective leadership, and limited access to necessary resources can significantly hinder employees' ability to perform efficiently. Additionally, high levels of stress, job dissatisfaction, and unclear performance expectations contribute to low productivity levels. These issues not only affect individual performance but also impact overall organizational output, profitability, and competitiveness. Therefore, identifying and addressing the root causes of low employee productivity remains a pressing concern for managers and decision-makers in both public and private sector organizations. It is of this that the study aimed to investigate whether or not workplace wellness programs will influence employee productivity in the manufacturing firms in Akwa Ibom State.

1.2 Statement of the Problems

In recent years, workplace wellness programs have become a popular strategy for organizations seeking to enhance employee health and well-being. These programs often include initiatives such as fitness activities, mental health support, health screenings, and stress management workshops, with the expectation that healthier employees will be more

productive, engaged, and present at work. Research has shown potential links between wellness programs and outcomes like reduced absenteeism, improved morale, and higher job performance (Goetzel *et al.*, 2014).

However, workplace wellness programs despite being a critical driver of organizational success, many organizations face persistent challenges in achieving optimal employee productivity. Factors such as poor work environments, lack of motivation, inadequate training, ineffective leadership, and limited access to necessary resources significantly hinder employees' ability to perform efficiently. Additionally, high levels of stress, job dissatisfaction, and unclear performance expectations contribute to low productivity levels. These issues not only affect individual performance but also impact overall organizational output, profitability, and competitiveness. Therefore, identifying and addressing the root causes of low employee productivity remains a pressing concern for managers and decision-makers in both public and private sector organizations. again, despite substantial investment in such initiatives, many organizations face persistent challenges in translating wellness efforts into measurable gains in employee productivity. Participation rates in wellness programs are frequently low, and programs may not adequately address the diverse needs of different employee groups. Additionally, the relationship between wellness interventions and productivity outcomes remains difficult to quantify, as productivity is influenced by numerous factors beyond individual health.

This uncertainty creates a critical problem for employers seeking to justify wellness investments and maximize organizational performance. Without clear evidence of a positive impact on productivity, organizations may struggle to design effective wellness programs or allocate resources efficiently. Therefore, there is a pressing need to examine how workplace wellness programs can be better tailored, implemented, and evaluated to ensure they truly enhance employee productivity and contribute to organizational success.

1.3 Objectives of the Study

The main objective of the study was to ascertain the influence of workplace wellness program and employee productivity in manufacturing firms in South-south Nigeria. The specific objectives include to;

1. ascertain the influence of fitness classes on employee productivity in manufacturing firms in South-south Nigeria.
2. examine the influence of stress management workshops on employee productivity in manufacturing firms in South-south Nigeria.

1.4 Research Questions

The following research questions were formulated

1. What is the influence of fitness classes on employee productivity in manufacturing firms in South-south Nigeria?
2. To what extent does stress management workshops influence employee productivity in manufacturing firms in South-south Nigeria?

1.5 Research Hypotheses

The following hypothesis were formulated to guide the study.

H₀₁: There is no significant influence of fitness classes on employee productivity in manufacturing firms in South-south Nigeria.

H₀₂: stress management workshops has no significant influence on employee productivity in manufacturing firms in South-south Nigeria.

2. Review Related Literature

The review of literature was divided into the following sub-topics: conceptual framework under which we shall work at the concept of workplace wellness program, and concept of employee productivity. We shall also look at theoretical framework and empirical review of study to give strong foundation to this work from these three horizons.

2.1 Conceptual Review

Independent Variable

Dependent Variable

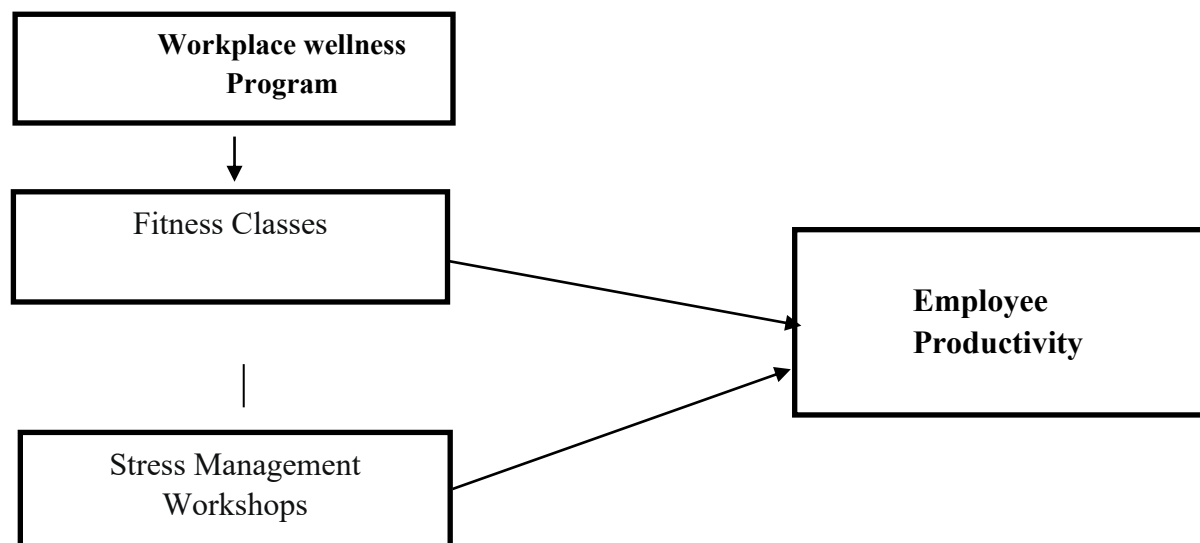


Figure 1. Conceptual model of workplace wellness program and employee productivity by the researcher, (2026).

2.1.1 Workplace Wellness Program

Workplace wellness initiatives have grown in importance as a modern human capital concern all over the world, particularly in universities and other higher education institutions (Armstrong, 2021). Numerous schools and institutions worldwide have acknowledged that fostering a cultural change toward corporate wellness initiatives is essential to achieving staff productivity. Garrin (2014) asserts that these organizations have promoted and maintained a culture of health in the workplace that goes beyond the desire to lead a disease-free life and increases employee productivity.

Workplace wellness programs are defined by Abdullah & Lee (2012) as sponsored services provided by an employer to employees with the goal of educating them about their overall health risks and helping them adopt healthy behaviors to maintain or enhance their health, which will ultimately increase productivity. Companies typically provide corporate wellness programs that address social, financial, and physical wellness through policy initiatives or interventions in order to support employees in achieving their highest level of productivity at work (Marschke and Mujtaba, 2014). According to Valentine *et al.* (2020), workplace wellness culture efforts can have a big impact on employees' well-being and the quality of their jobs. Businesses should understand that having stress-free, healthy personnel is crucial to their success since they are important company assets.

According to the National Institute for Occupational Safety and Health (2020), enhanced well-being consequently boosts productivity and lessens the financial strain on society. The development of each person's potential as well as their unique risk of disease and damage should be the main priorities of wellness practitioners. Administrators overseeing these wellness programs should concentrate on public health regulations that do not already give employees the attention they require, in addition to tackling more significant institutional and community challenges (Naydeck *et al.*, 2008).

According to a study by Okereke and Adinma (2022), wellness programmes, also known as workplace wellness programmes, are comprehensive initiatives designed to enhance and support individuals' overall well-being and promote optimal health and fitness. While these programmes are commonly offered in the workplace, they can also be provided directly to enrollees by insurance plans. The main goal of wellness programmes is to encourage employees or plan members to actively participate in activities and behaviours that contribute to improved health outcomes. Bosire, *et al.*, (2021) argue that wellness programmes go beyond physical exercise, smoking cessation, or weight management, and have the potential

to cultivate a comprehensive wellness culture within an organization. This culture includes elements such as employee engagement and the establishment of social networks that promote organizational citizenship, trust, high performance, and overall productivity.

Well-being encompasses various aspects of a person's life and experiences, according to Donaldson et al. (2022), a prominent psychologist in the field of positive psychology. It goes beyond the absence of illness or distress and extends to the pursuit of positive emotions, personal fulfillment, and overall life satisfaction. Well-being includes happiness, satisfaction, vitality, optimism, passion, and self-actualization. Happiness represents positive emotions, contentment, and joy in one's life, while satisfaction refers to an overall evaluation of life and the fulfillment of desires and goals. Vitality involves high energy, enthusiasm, and zest for life, while optimism relates to a positive outlook and maintaining hope even in challenging situations.

One of the key benefits of workplace wellness programs is the positive affect on employee wellbeing. By giving assets and back for physical wellbeing, such as exercise center participations or on-site work out offices, workers are empowered to lock in in customary physical action. This could lead to moved forward wellness levels, decreased risk of inveterate maladies, and expanded energy levels. Furthermore, wellness programs frequently incorporate mental wellbeing activities, such as mindfulness preparing or counseling administrations, which can help workers oversee push, progress flexibility, and improve generally mental wellbeing.

Workplace wellness programs have a noteworthy affect on employee wellbeing and job satisfaction. These programs are outlined to advance and bolster the physical, mental, and emotional wellbeing of employee inside an organization. By advertising a variety of activities and exercises, such as wellness classes, stretch administration workshops, and wellbeing screenings, these programs point to move forward in general employee wellness. One of the key benefits of workplace wellness programs is the positive affect on employee wellbeing. By giving assets and back for physical wellbeing, such as exercise center participations or on-site work out offices, workers are empowered to lock in in customary physical action. This could lead to moved forward wellness levels, decreased risk of inveterate maladies, and expanded energy levels. Furthermore, wellness programs frequently incorporate mental wellbeing activities, such as mindfulness preparing or counseling administrations, which can help workers oversee push, progress flexibility, and improve generally mental wellbeing.

Organizations must face scarcity of resources, at least, in one area. When such situations occur in an organization, employees as well as organizations do not just compete for the limited resources, they fight for it (Etim, Brownson & Akpaetor, 2023). The growth of management not only involves the acquisition of knowledge, competence and experience, but also the development of resilience (Imagha, Ugwunwanyi & Akpaetor, 2021).

2.1.2 Dimensions of Workplace Wellness Program

2.1.2.1 Fitness Classes

Fitness classes are structured group exercise sessions led by a trained instructor, designed to improve participants' physical health, strength, flexibility, endurance, and overall well-being. These classes typically involve a series of planned physical activities that may include aerobic exercises, strength training, stretching, yoga, dance, or high-intensity interval training (HIIT). Fitness classes can be conducted in various settings such as gyms, studios, community centers, or workplaces, and they cater to different fitness levels and goals. They are often offered at scheduled times and follow a set routine or program aimed at achieving specific health outcomes.

Moreover, group fitness sessions foster social connections among employees, enhancing workplace culture and teamwork. Fitness classes play a significant role in workplace wellness by supporting physical and mental health, boosting employee engagement, and contributing to a healthier and more productive organizational environment. In addition, research by Pronk and Kottke (2009) emphasized that organizations that invest in comprehensive wellness programs, including fitness initiatives, experience measurable returns through reduced absenteeism, improved employee morale, and decreased healthcare expenditures.

2.1.2.2 Stress Management Workshops

Stress management workshops are structured training sessions or programs designed to help individuals recognize, understand, and effectively cope with stress in their personal and professional lives. These workshops typically provide participants with tools, techniques, and strategies to manage stress in healthy and productive ways. Workplace stress, if unaddressed, can lead to both psychological and physical health issues such as anxiety, depression, hypertension, and cardiovascular diseases. According to the American Institute of Stress (2023), workplace stress costs U.S. businesses over \$300 billion annually due to absenteeism, reduced productivity, and turnover.

To combat these challenges, organizations are increasingly implementing stress management workshops that provide employees with practical tools and strategies to cope with stress in healthy and constructive ways. These workshops typically cover areas such as relaxation techniques, time management, mindfulness, cognitive-behavioral strategies, and emotional regulation. By participating in these sessions, employees learn to identify stress triggers, build resilience, and maintain a better work-life balance. Research by Richardson and Rothstein (2008) shows that stress management interventions in the workplace can significantly reduce employee stress levels and improve job satisfaction. Incorporating stress management workshops into wellness programs not only benefits individual employees but also enhances organizational performance by creating a healthier, more engaged, and productive workforce.

2.1.2 Employee Productivity

Productivity has become an important facet of work culture in the organisation. In general terms, productivity refers to the conversion of inputs such as human resources, money, time into outputs. Understanding the employee's attitude in today's dynamic work environment poses a challenge for organisations. The concept of employee productivity has been defined by various authors according to their study. Although there were various studies on productivity only those studies have been included which has depicted the association of employee productivity with different variables. Productivity, according to Mathis & John (2003), is a measure of the quantity and quality of work completed while taking into account the cost of the resources used, the higher a company's productivity, the greater its competitive advantage. This is due to the efficiency with which the resources were employed.

Donaldson *et al.*, (2022) goes on to say that the employee's final and specified outputs are usually the results. They could be measured in terms of monetary gains or community effect, and their outcomes are measured in terms of cost, quality, quantity, or time. According to Donaldson *et al.*, (2022), assessing productivity entails determining the amount of time it takes an average worker to produce a certain level of output. It could also refer to how much time a group of employees spends on specific activities like manufacturing, travel, or idle time spent waiting for materials or fixing broken equipment. The method can identify whether employees are devoting too much time away from productivity to tasks that are within the company's control (Matui, 2017).

The notion of employee productivity is not new in the field of management (Adeinat and Kassim, 2019) as it has become multidimensional in nature (Adeinat and Kassim, 2019). It

has now been associated with various factors such as motivation, work-life balance, work environment, internet, service profit chain, compensation, etc. Nowadays, organisations are becoming more and more concerned on how to increase the productivity of employees (Yunus and Ernawati, 2017). Mainstream research revealed that the productivity of employees is associated with organisation performance, the higher the employee productivity the better will be the organisation's performance (Iqbal, Ahmed and Allen, 2019).

Yunus and Ernawati (2017) defined Employee productivity as the capability to produce goods and services in order to achieve the goals of the organisation. Similarly, Iqbal *et al.* (2019) defined employee productivity in terms of impersonal trust therefore lack of trust between employees and employers can lower the productivity of employees, hindering the organisation's performance. Moreover, employees can be motivated by Maslow's hierarchy theory of needs through its lower level needs to higher-order needs entailing physiological needs, safety or security needs, social needs, self-esteem needs, and self-actualisation needs to be productive at the workplace. Apart from these, there are also various other factors influencing employee productivity, and the most important of them all is the work environment in which people work (Al-Shammari, 2015). The word performance is derived from job performance or actual performance, which refers to an individual's actual accomplishment at work (Ekanem et al. 2026). Performance is a fundamental measure of an organization's ability to achieve its strategic objectives effectively and efficiently (Ekanem & Efi, 2025). Performance is not a mere finding of an outcome, but rather it is the result of a comparison between the outcome and the objective (Ekanem, 2021)

2.1.3 Workplace Wellness program and Employee productivity

Workplace wellness programs are organized initiatives implemented by employers to support the physical, mental, and emotional well-being of their employees. These programs typically include activities such as fitness classes, health screenings, stress management workshops, and access to mental health resources. Their primary goal is to create a healthier workforce, reduce healthcare costs, and improve organizational outcomes, including employee productivity. There is a growing body of evidence suggesting a strong link between employee wellness and productivity. Healthier employees are more likely to have higher energy levels, better concentration, lower absenteeism, and greater overall engagement at work. According to the Harvard Business Review, companies that implemented comprehensive wellness programs reported an average return on investment (ROI) of \$2.71 for every \$1 spent, largely due to reduced absenteeism and improved performance (Berry, Mirabito and Baun, 2023).

Moreover, the Centers for Disease Control and Prevention (CDC) notes that workplace wellness initiatives can reduce the risk of chronic diseases and improve worker morale, which directly contributes to increased productivity and lower staff turnover (CDC, 2022).

Employee productivity inside the organization has drastically dropped as a result of the lack of workplace health programs (Onyije, 2025). A comprehensive review of the literature on wellness programs for staff members in Nigeria financial institutions was covered by Weldon and Muathe (2024). According to the report, employee wellness is quite expensive and might not have a big effect on both the organization's and its employees' productivity. Iqbal *et al.*, (2019) looked into how corporate wellness programs improved employees' job satisfaction in Kenya's flower industry using Sueka Farm as a case study. According to the study, employee job satisfaction in Kenya's flower industry was significantly impacted by corporate wellness programs. The study also showed a relationship between job satisfaction and appropriate pay, worker participation in decision-making, chances for professional advancement, health and safety, and sensible HR policies and practices. Thus, in order to achieve higher staff productivity levels, corporate companies must make sure that corporate wellness program practices are integrated into the organization's policies (Mungania, Waiganjo and Kihoro, 2016).

2.1.4 Fitness Classes on Employee Productivity

Fitness classes have become an integral part of modern health and wellness initiatives, offering structured physical activity in a group setting. These classes range from aerobic workouts and strength training to yoga, pilates, and dance-based exercises. They are designed not only to improve physical health such as cardiovascular endurance, muscle strength, and flexibility—but also to enhance mental well-being by reducing stress and promoting a sense of community (Warburton & Bredin, 2017). With growing awareness of the benefits of regular exercise, fitness classes are increasingly being offered in workplaces, schools, and community centers to promote healthier lifestyles. Studies have shown that consistent participation in fitness programs can lead to improved mood, increased energy levels, and a lower risk of chronic diseases (Onyije., 2015). As a result, fitness classes are now recognized as a proactive approach to preventing health problems and promoting overall well-being.

The integration of fitness classes into workplace wellness programs has gained traction as organizations seek effective strategies to enhance employee health and performance. Fitness activities such as group exercise, yoga, and strength training have been associated with

numerous benefits, including reduced stress, improved physical health, and elevated mood (Warburton *et al.*, 2022).

2.1.5 Stress management workshops on employee productivity

Stress management workshops have become an important component of health and wellness programs in various settings, including workplaces, schools, and community organizations. These workshops are designed to help individuals identify stressors, develop coping strategies, and build resilience through techniques such as relaxation exercises, cognitive-behavioral approaches, mindfulness, and time management skills (Richardson & Rothstein, 2008). Growing evidence shows that effective stress management can improve mental health, reduce physical symptoms related to stress, and enhance overall well-being. In organizational contexts, stress management workshops are linked to benefits such as reduced absenteeism, increased productivity, and improved job satisfaction (Al-Shammari, 2015). As awareness of mental health and its impact on performance continues to rise, stress management workshops have become an essential tool for promoting individual health and organizational success.

Workplace stress has emerged as a significant challenge impacting employee health, satisfaction, and organizational performance. High stress levels are associated with increased absenteeism, presenteeism, reduced job satisfaction, and diminished productivity (Kivimäki *et al.*, 2021). In response, many organizations have implemented stress management workshops as part of their wellness strategies. These workshops typically include techniques such as cognitive-behavioral training, relaxation exercises, mindfulness, time management skills, and coping strategies.

Evidence suggests that stress management interventions can effectively reduce perceived stress, improve mental health outcomes, and enhance employees' capacity to perform their work tasks efficiently (Richardson and Rothstein, 2008). Employees who participate in stress management programs often report greater focus, higher job satisfaction, and lower levels of burnout, contributing to improved overall productivity. As businesses recognize the critical link between employee well-being and organizational outcomes, the role of stress management workshops in supporting employee productivity has gained substantial attention in research and practice.

2.2 Theoretical Review

2.2.1 Social Exchange Theory by Homans, (1958)

Social Exchange Theory, as propounded by George Homans and further developed by Peter Blau, posits that relationships within organizations are built on reciprocal exchanges of benefits and obligations. In the context of workplace wellness, when organizations implement wellness initiatives such as health programs, flexible work arrangements, and supportive work environments, employees perceive these efforts as organizational support and care for their well-being. Consequently, employees feel obligated to reciprocate through positive work attitudes, increased commitment, and improved performance. This reciprocal relationship enhances not only individual well-being but also overall organizational effectiveness. Therefore, workplace wellness can be understood as a strategic investment that fosters mutual benefits, where organizational support leads to employee loyalty and engagement, consistent with the principles of Social Exchange Theory (Homans, 1958; Blau, 1964; Cropanzano & Mitchell, 2005).

This theory provides a robust framework for understanding the relationship between workplace wellness and employee outcomes by emphasizing reciprocity and mutual obligation in social relationships. Within organizational settings, workplace wellness initiatives such as employee assistance programs, mental health support, safe working conditions, and flexible work arrangements represent tangible expressions of organizational support and concern for employees' well-being. When employees perceive these wellness efforts as genuine and beneficial, they develop a sense of obligation to reciprocate through positive attitudes and behaviors, including increased job satisfaction, organizational commitment, and enhanced performance. In other words, businesses with organizations competing for attention and shared customer attention will join the competition or see themselves as competitors (Ekanem et al. 2023).

Furthermore, the theory suggests that the quality of the exchange relationship significantly influences employee well-being. High-quality exchanges, characterized by trust, fairness, and support, foster psychological safety and reduce stress levels among employees. In contrast, when employees perceive a lack of support or inequity in organizational practices, the exchange relationship deteriorates, leading to negative outcomes such as burnout, disengagement, and turnover intentions. Thus, workplace wellness serves as a critical mechanism through which organizations can strengthen social exchange relationships and promote a supportive work environment. In addition, Social Exchange Theory highlights that

employees evaluate wellness initiatives not only based on their availability but also on their consistency and fairness. When wellness programs are equitably implemented and accessible to all employees, they reinforce perceptions of organizational justice, which further enhances trust and loyalty. This, in turn, encourages employees to invest more of their time, energy, and skills into their roles, thereby improving both individual and organizational performance outcomes.

Moreover, the theory underscores the long-term nature of exchange relationships, suggesting that sustained investment in workplace wellness leads to enduring employee commitment and well-being. Over time, repeated positive exchanges build a cycle of mutual reinforcement, where organizational support continuously elicits positive employee responses, creating a stable and productive work environment. Therefore, workplace wellness is not merely a set of isolated initiatives but a strategic tool for cultivating strong, reciprocal relationships that drive organizational success.

In summary, Social Exchange Theory explains workplace wellness as a dynamic process of mutual benefit, where organizational efforts to enhance employee well-being are reciprocated through improved attitudes, behaviors, and performance, ultimately contributing to sustainable organizational effectiveness (Homans, 1958; Blau, 1964; Cropanzano & Mitchell, 2005).

2.3 Empirical Review

Purwati (2024) analyzed the impact of Mental Wellbeing, Motivations, and Work Environment on Employee Wellbeing and Job Satisfaction at PT Gloria Mandiri Sejahtera Pekanbaru. The population in this study were all employees of PT Gloria Mandiri Sejahtera Pekanbaru, which numbered 70 employees. Sampling utilized primary data selected based on certain criteria in agreement with the research objectives. Thus, the sample size in this study was 70 respondents. The results of the research obtained showed that Mental Wellbeing has a significant impact on Employee Wellbeing and has an impact on Job Satisfaction, Motivating forces have an impact on Employee Wellbeing, Motivating forces have an inconsequential impact on Job satisfaction, Work Environment has an immaterial impact on Employee Wellbeing and Work Environment has an insignificant impact on Job satisfaction, Worker Wellbeing features a critical impact on Job satisfaction of PT.

Siswadi (2024) endeavours to discover the affect of work push and workload on job satisfaction with its affect on worker wellbeing at PT Industri Kapal Indonesia (Persero). The strategy was Cross-sectional study plan in quantitative inquire about. 104 employee who

were chosen by basic irregular testing taken part within the study. A survey and the Beat Oximeter Device were utilized to degree the factors related to physical workload. Way investigation was utilized to look at the information utilizing Examination Minute of Basic (AMOS) program. The comes about appeared that there's an impact of work stretch on job satisfaction($p=0.002$), work period influences job satisfaction($p=0.000$), mental workload influences job satisfaction($p=0.026$), physical workload does not influence on job satisfaction ($p=0.649$), there's no coordinate impact of work push on employee wellbeing ($p=0.666$), work period affects employee wellbeing ($p=0.002$), mental workload influences worker wellbeing ($p=0.014$), physical workload influences employee wellbeing ($p=0,000$), work stretch has an circuitous impact on worker wellbeing through job satisfaction($p=0.005$), work period has an backhanded impact on employee wellbeing through job satisfaction($p=0.002$), mental workload has an backhanded impact on employee performance through job satisfaction($p=0.035$), physical workload has no backhanded impact on employee wellbeing through job satisfaction($p=0.539$).

Shamsuddin (2024) examined the interface between compensate administration and employee wellbeing, particularly focusing on job satisfaction in Somalia, could be a captivating subject. The investigate methodology for this study embraced both qualitative and quantitative strategies. The subjective approach may be an efficient writing audit whereas the quantitative strategy is test inquire about, which includes controlling factors related to compensate administration and evaluating their affect on worker wellbeing. The study comes about a useful point of reference for firms working in Somalia to form and execute productive rewards administration frameworks that can move forward worker wellbeing and job satisfaction.

Kusemererwa *et. Al.* (2024). Workplace Wellness Programs and Their Impact on Employee Productivity: A Case Study of Fire Emirates Engineering Co Ltd, Uganda. The study was to investigate the influence of workplace wellness program on employee productivity in private sector particularly at Fire Emirates Engineering Company Limited, Uganda. Primary data sources were used in conjunction with a descriptive design and cross-sectional survey methodology to gather data. The study employed self-administered questionnaires, proportionate simple random sampling, and purposive sampling to gather primary data. There was 130 people in the target population. Using the Krejcie and Morgan table, a sample size of 119 respondents was selected from a population of 130 people. Purposive and simple random sampling techniques was utilized to guarantee that every participant has an equal chance to

participate in the study. SPSS was used to evaluate the gathered data and ascertain how the study variables relate to one another. Pie charts, graphs, and frequency tables will all be used to display the results. This study looked at how workplace wellness programs affect workers' productivity, and the results can help corporate executives and policymakers create and carry out successful health and wellness programs. The study found well-implemented no-smoking policy and fire safety measures, though fire inspection practices are inconsistent. There was overall satisfaction with work-life balance but reveals issues with working hours, overtime, and task alignment. There was a positive provision of tools and skill development opportunities but significant dissatisfaction with compensation, workload reasonableness, and the utilization of employee skills. In conclusion, the findings of this study indicate that while Fire Emirates Engineering Co Ltd indeed has made a number of commendable steps to health and safety, work environment, and skill development opportunities, much more needs to be done.

3. METHODOLOGY

The study adopted a cross-sectional survey research design. The choice of this design was considered appropriate because it allows the researcher to collect data from a large pool of respondents and compare differences among groups at a particular point in time. A cross-sectional study captures information concerning the phenomenon under investigation at a specific period, thereby providing an appropriate basis for examining the variables of interest. The population of the study comprised 319 senior, middle, and intermediate management staff of selected quoted manufacturing firms in South-South Nigeria. The organisations covered in the study were Champion Breweries Plc, Uyo; Nigeria Bottling Company, Port Harcourt; International Breweries Plc, Port Harcourt; and Nestlé Nigeria Plc, Port Harcourt. The population consisted of 44 senior staff, 94 middle-level staff, and 181 intermediate staff, giving a total population of 319 respondents. The population distribution was obtained from the Human Resource Departments of the organisations under study.

The sample size for the study was determined using the Taro Yamane formula at a 5% error margin. With a total population of 319, the application of the formula produced a sample size of 177 respondents, which was adopted for the study. The sampling process involved the use of a stratified sampling technique to ensure appropriate representation of the different categories of staff within the selected manufacturing firms. Bowley's formula for proportionate representation was applied to distribute the sample across the organisations according to their respective population sizes. Based on the proportional allocation,

Champion Breweries Plc was assigned 49 respondents, Nigeria Bottling Company 36 respondents, International Breweries Plc 41 respondents, and Nestlé Nigeria Plc 51 respondents. The allocation also reflected the different employee cadres, thereby ensuring that senior, middle, and intermediate staff were represented in the sample.

Data for the study were obtained primarily from structured questionnaires administered to the selected respondents. The questionnaire was designed around the research questions and employed a five-point Likert scale to quantify respondents' perceptions and facilitate statistical analysis. The response options ranged from 1 = strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, and 5 = strongly agree. Multiple items were used to measure the components of the variables under investigation, with the measurement items adapted or modified from earlier studies. The use of multiple-item measures provided a basis for capturing the constructs comprehensively and obtaining responses that could be subjected to quantitative analysis. The instrument was also subjected to validity assessment to establish whether it adequately measured the intended constructs. Content and construct validity were considered, with expert consultation and the guidance of the research supervisor used to ascertain the appropriateness and adequacy of the questionnaire items.

The reliability of the research instrument was assessed using Cronbach's Alpha coefficient, which measures the internal consistency of the items used in the questionnaire. A Cronbach's Alpha coefficient of 0.70 or above was regarded as an acceptable indication that the measurement scale was reliable. The reported reliability coefficients for the different scales ranged from 0.823 to 0.911, indicating satisfactory internal consistency across the measures. For data analysis, simple linear regression was employed using SPSS to determine the relationship between the identified independent and dependent variables and to assess the extent to which the independent variables explained variations in the dependent variable. The regression analysis provided the basis for testing the research hypotheses, with all hypotheses evaluated at the 0.05 level of significance. The decision rule was to reject the null hypothesis where the probability value was less than 0.05 ($p < 0.05$), while the null hypothesis was retained where the probability value was greater than 0.05 ($p > 0.05$).

4. DATA ANALYSIS

Table 4.1: Descriptive analysis on Fitness Class Participation.

S/N	Item Statement	SA (%)	A (%)	U (%)	D (%)	SD (%)
1	My organization provides access to workplace fitness programs	38.8	36.4	10.9	8.5	5.4
2	I regularly participate in fitness activities organized by my organization	30.3	34.5	15.2	12.1	7.9
3	Participation in fitness programs improves my physical strength and stamina	41.2	37.0	9.7	7.3	4.8
4	Fitness activities help me feel more energetic at work	39.4	35.8	11.5	8.5	4.8

Source: Researcher's Computations, (2026)

The results presented in Table 4.1 indicate that the majority of respondents expressed positive perceptions regarding fitness class participation within their organization. Specifically, a high proportion of employees either strongly agreed or agreed that their organization provides access to workplace fitness programs and that such participation enhances their physical strength and stamina. Additionally, most respondents affirmed that fitness activities help them feel more energetic at work. However, a relatively moderate percentage of respondents reported lower levels of regular participation, as reflected in the combined undecided, disagree, and strongly disagree responses. This suggests that while fitness programs are available and perceived as beneficial, employee engagement in these programs is not uniformly high across the organization.

Table 4.2: Descriptive analysis on Stress Management.

S/N	Item Statement	SA (%)	A (%)	U (%)	D (%)	SD (%)
5	My organization provides stress management programs or support	36.4	38.2	11.5	8.5	5.4
6	I am able to effectively manage work-related stress	34.5	37.6	12.7	9.1	6.1
7	Stress management programs reduce workplace tension	40.0	35.8	10.9	7.9	5.4
8	Reduced stress improves my concentration at work	42.4	36.4	9.7	6.7	4.8

Source: Researcher's Computations, (2026)

The findings in Table 4.4 reveal that a significant proportion of respondents strongly agreed and agreed that their organization provides stress management programs and that these initiatives effectively reduce workplace tension. Furthermore, most employees indicated that

reduced stress improves their concentration at work, highlighting the importance of stress management in enhancing cognitive performance. Nevertheless, a noticeable proportion of respondents remained undecided or expressed disagreement, suggesting that some employees may not fully experience or utilize the available stress management support. Overall, the findings underscore the positive role of stress management programs in promoting employee well-being and productivity.

Table 4.7: Descriptive analysis on Employee Productivity.

S/N	Item Statement	SA (%)	A (%)	U (%)	D (%)	SD (%)
17	I consistently meet my work targets	41.8	36.4	9.7	7.3	4.8
18	My productivity level is high	40.0	37.0	10.3	7.9	4.8
19	I complete assigned tasks efficiently	42.4	35.8	9.7	7.3	4.8
20	I maintain high quality in my work output	44.2	34.5	8.5	7.3	5.5
21	I contribute effectively to organizational goals	43.0	35.8	9.7	6.7	4.8

Source: Researcher's Computations, (2026)

The findings in Table 4.7 indicate that a substantial majority of respondents strongly agreed and agreed that they consistently meet their work targets, maintain high productivity levels, and complete assigned tasks efficiently. Additionally, most employees affirmed that they produce high-quality work and contribute effectively to organizational goals. The low proportion of negative responses suggests that employees generally perceive themselves as productive and effective in their roles. These results imply that workplace wellness initiatives may be positively associated with enhanced employee productivity within the organization.

4.2 Test of Hypotheses

Hypothesis One

H₀₁: There is no significant influence of fitness classes on employee productivity in manufacturing firms in South-south Nigeria.

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.932 ^a	.869	.868	.29326	1.144
a. Predictors: (Constant), Fitness_Class					
b. Dependent Variable: Employee_Productivity					

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	138.093	1	138.093	1605.673	.000 ^b
Residual	20.899	243	.086		
Total	158.992	244			
a. Dependent Variable: Employee_Productivity					
b. Predictors: (Constant), Fitness_Class					

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.133	.095		1.400	.163
Fitness_Class	.963	.024	.932	40.071	.000
a. Dependent Variable: Employee_Productivity					

The model summary results indicate a strong relationship between participation in Fitness Class and Employee Productivity. The correlation coefficient ($R = 0.932$) reveals a very strong positive relationship between the independent variable (Fitness_Class) and the dependent variable (Employee_Productivity). This implies that as participation in fitness classes increases, employee productivity also increases substantially. The coefficient of determination ($R^2 = 0.869$) shows that 86.9% of the variation in employee productivity is explained by participation in fitness classes. This suggests that fitness class participation is a major determinant of employee productivity in the model. The Adjusted R^2 value of 0.868 confirms that the model has high explanatory power even after adjusting for degrees of freedom, indicating that the model is not overfitted.

The Standard Error of the Estimate (0.29326) indicates a relatively small average deviation of observed productivity values from the predicted values, suggesting good predictive accuracy. However, the Durbin–Watson statistic (1.144) is slightly below the ideal benchmark of 2.0, indicating mild positive autocorrelation in the residuals. Although not extremely problematic, this suggests that the independence of errors assumption may be slightly violated. The ANOVA table shows that the regression model is statistically significant. $F(1, 243) = 1605.673$ and $p\text{-value} = 0.000$ ($p < 0.05$). Since the significance value is less than 0.05, the null hypothesis that fitness class participation has no significant influence on employee productivity is rejected. This means that the regression model significantly predicts employee productivity. The regression sum of squares (138.093) compared to the residual sum of squares (20.899) further confirms that a substantial proportion of total variation in employee productivity is explained by the model.

The coefficient results provide insight into the nature and strength of the relationship: Fitness_Class ($B = 0.963$, $\beta = 0.932$, $t = 40.071$, $p < 0.05$). The unstandardized coefficient ($B = 0.963$) indicates that a one-unit increase in participation in fitness classes leads to a 0.963-unit increase in employee productivity, holding other factors constant. This shows a nearly one-to-one positive effect. The standardized coefficient ($\beta = 0.932$) confirms a very strong positive effect of fitness class participation on productivity. The high t-value (40.071) and significant p-value (0.000) indicate that the predictor is statistically significant. Constant ($B = 0.133$, $p = 0.163$).

Hypotheses Two

H₀₂: Stress management workshops has no significant influence on employee productivity in manufacturing firms in South-south Nigeria.

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.957 ^a	.916	.915	.23471	1.467
a. Predictors: (Constant), Stress_mgt					
b. Dependent Variable: Employee_Productivity					

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	145.605	1	145.605	2643.019	.000 ^b
	Residual	13.387	243	.055		
	Total	158.992	244			
a. Dependent Variable: Employee Productivity						
b. Predictors: (Constant), Stress_mgt						

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1	(Constant)	.583		8.915	.000
	Stress_mgt	.861	.957	51.410	.000
a. Dependent Variable: Employee_Productivity					

The model summary indicates a very strong positive relationship between Stress Management (Stress_mgt) and Employee Productivity. The correlation coefficient ($R = 0.957$) shows an extremely strong positive association between stress management practices and employee productivity. This implies that improved stress management significantly corresponds with increased productivity levels. The coefficient of determination ($R^2 = 0.916$) reveals that 91.6% of the variation in employee productivity is explained by stress management. This indicates that stress management accounts for a very large proportion of

changes in productivity within the organization. The Adjusted R^2 value (0.915) is very close to R^2 , confirming the stability and robustness of the model after adjusting for sample size and predictor variables. The Standard Error of the Estimate (0.23471) is relatively low, indicating that the predicted values of employee productivity closely align with the observed values.

The Durbin–Watson statistic (1.467) is reasonably close to 2.0, suggesting that there is no serious problem of autocorrelation in the residuals. This supports the assumption of independence of errors. The ANOVA table tests whether the regression model significantly predicts employee productivity. $F(1, 243) = 2643.019$ and $p\text{-value} = 0.000$ ($p < 0.05$) Since the significance value is less than 0.05, the null hypothesis that stress management has no significant effect on employee productivity is rejected. The large F-statistic indicates that the regression model provides a significantly better fit than a model with no predictors. Therefore, stress management significantly influences employee productivity.

The unstandardized coefficient ($B = 0.861$) implies that a one-unit increase in stress management practices leads to a 0.861-unit increase in employee productivity, holding other factors constant. The standardized coefficient ($\beta = 0.957$) indicates a very strong positive effect of stress management on productivity. The extremely high t-value (51.410) and significant p-value ($p < 0.05$) confirm that stress management is a highly significant predictor of employee productivity. The constant is statistically significant. This indicates that even when stress management is zero, employee productivity has a baseline value of 0.583 units.

4.3 DISCUSSION OF FINDINGS

This study examined the influence of workplace wellness variables Fitness Class, Stress Management, Health Screening Results, and Mental Health on Employee Productivity. The discussion of findings is presented in line with the research objectives and hypotheses tested. The findings from the simple regression analyses revealed that each wellness variable individually had a strong, positive, and statistically significant influence on employee productivity.

From the objective to the study was to ascertain the influence of fitness classes on employee productivity in manufacturing firms in South-south Nigeria. The result showed that fitness class participation explained 86.9% of the variation in productivity, indicating that physical wellness initiatives significantly enhance employees' output levels. This suggests that employees who actively participate in organizational fitness programs are more energetic, focused, and capable of meeting performance targets. This is in line with that of Onuwor (2023) who examines 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 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 second objective was to examine the influence of stress management workshops on employee productivity in manufacturing firms in South-south Nigeria, findings revealed that stress management demonstrated a very strong and significant effect on employee productivity, accounting for 91.6% of the variation. This finding indicates that employees who effectively manage workplace stress tend to perform better. Reduced stress levels likely improve concentration, decision-making ability, and overall job effectiveness, thereby increasing productivity. In tangent with that of Richardson *et al.* (2020) conducted a meta-analysis and found that stress management interventions significantly improve employee well-being and work outcomes. Their findings revealed that structured stress reduction programs positively influence productivity and overall job performance. Sonnentag *et al.* (2020) emphasized that recovery from work stress enhances employee engagement and task performance. Their study demonstrated that employees who effectively manage stress exhibit better concentration, improved decision-making ability, and greater work effectiveness consistent with the present study's conclusion.

5.1 CONCLUSIONS

Based on the findings of this study, the following conclusions can be drawn:

The study established that participation in workplace wellness initiatives such as fitness classes, stress management programs, health screenings, and mental health support significantly enhances employee productivity. Employees who engage in these programs tend to be healthier, more focused, and more efficient in their work. Among all the wellness variables examined, stress management emerged as the strongest predictor of employee productivity. Employees who effectively manage stress demonstrate higher concentration, better decision-making, and overall improved job performance. This indicates that stress management should be a priority for organizations seeking to boost productivity.

Participation in fitness programs and engagement in health screening initiatives also significantly contribute to employee productivity. Regular physical activity and preventive healthcare practices help maintain physical well-being, reduce absenteeism, and improve work efficiency. While mental health showed a significant effect in isolation, its independent influence became non-significant when other wellness variables were considered simultaneously. This suggests that the positive effects of mental health on productivity may be captured through stress management and other wellness initiatives. The combined effect of all wellness variables explained 99% of the variance in employee productivity. This emphasizes that organizations achieve the greatest gains in productivity when wellness programs are integrated and holistic, addressing both physical and psychological aspects of employee well-being.

5.2 Recommendations

Organizations should prioritize comprehensive stress management initiatives, including employee counselling services, mindfulness and relaxation training, stress-awareness programmes, and flexible work arrangements. Management should also regularly assess employees' workload and identify sources of excessive work-related pressure. Providing appropriate support and creating a work environment that promotes psychological well-being can reduce employee stress, improve concentration and decision-making, and ultimately enhance individual and organizational productivity.

Employers should promote regular physical activity and workplace fitness programmes by providing on-site fitness facilities where feasible, subsidizing gym memberships, organizing workplace fitness challenges, and encouraging short physical activity breaks during working hours. Management can also support participation through wellness campaigns and flexible scheduling. A physically active workforce is more likely to demonstrate higher energy, resilience, concentration, and work engagement, which can contribute to improved employee performance and the achievement of organizational objectives.

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