
IMPACT OF STRESS MANAGEMENT PROGRAMMES ON EMPLOYEE PERFORMANCE OF SELECTED TERTIARY INSTITUTIONS IN AKWA IBOM STATE

¹Pimaro, Eyeyemi Feyisayo and ²Okebaram, S.M. *PhD.*

^{1,2}Department of Business Administration, College of Management Sciences,
Michael Okpara University of Agriculture, Umudike, Abia State.

Abstract

The study examined the impact of stress management programmes on employee performance of Selected Tertiary institutions in Akwa Ibom State. The specific objectives are to assess the impact of stress management programmes on the effectiveness of Selected Tertiary institutions in Akwa Ibom State and analyse the effect of physical fitness facilities on the commitment of Selected Tertiary institutions in Akwa Ibom State. The study adopted a survey design. The researcher adopted majorly primary and secondary sources of data to collect information from the respondents. The study targeted a total number of two thousand and sixty-six (2066) respondents from the selected institutions. The sample size of the study was 355. The study adopted a simple random sampling technique. To test hypotheses of the study regression model was employed to test the relationships between dependent and independent variables of the study. There is a significant impact on stress management programmes on the effectiveness of Selected Tertiary institutions in Akwa Ibom State. There is a significant effect on physical fitness facilities on the commitment of Selected Tertiary institutions in Akwa Ibom State. The study recommended that organization under the study should encourage individuals to practice mindfulness meditation regularly. It helps in reducing stress, improving focus, and increasing self-awareness. There are many apps and online resources available to get started.

Keywords: *Stress Management Programmes, Physical Fitness Facilities and Employee Performance.*

BACKGROUND OF THE STUDY

Workplace recreation activities are seen as activities that promote the health of staff in an organization (Mokaya & Gitari, 2012). These activities/programmes involve yearly family days, sports days, travel, gym membership, and sports facilities. They also include wellness promotion programmes such as weight loss classes, hypertension and cancer screenings, substance management classes, self-help or counselling classes, and subsidized pharmacotherapy treatments. These programmes are designed to increase morale, motivate employees, and enhance their job satisfaction (Akmal & Ghazali, 2012). Thus, setting aside leisure time and wellness activities improve the employees' quality of life thereby enhancing their job performance, mental status, and physical health (Parks & Steelman, 2008). Organizations invest funds on Physical fitness programmes to improved work quality, job performance, productivity, and morale. Workplace recreation plays a significant role on mental health programmes, lowered stress and anxiety and improved awareness of work stressors, alertness, and mental capability. Entertainment programmes improved group commitment, team performance and productivity. Mokaya and Gitari,

(2012) results confirmed that fitness, mental health and entertainment in workplace recreation had an effect on employee performance and wellbeing. On the other hand, workplace creation programmes were found to have a less significant effect due to the weak correlations to employee wellbeing and performance.

The working environment at selected tertiary institutions is characterized by long, sedentary working hours where employees engage in constant in research, brainstorming, and monitoring work adhere to quality standards. In addition, employees face stressful encounters with regular meeting with students, continuous standing up to teach, seating on laptop and face many other problems or factors beyond their control (Wattles & Harris, 2003). Further, recreation has been a major component of human existence for thousands of years. Recreation programmes have become a major part of various organizations. These programmes include annual family days, sports days, travel, gym membership, and sports facilities. They also include wellness promotion programmes such as weight loss classes, hypertension screenings, cancer screenings, substance management classes, counseling classes etc. (Mokaya & Gitari, 2012). Other health benefits include a reduced risk of premature mortality and reduced risks of coronary heart disease, diabetes mellitus etc. Regular participation in physical activity also appears to reduce depression and anxiety, improve mood, and enhance ability to perform daily tasks throughout the life span. All this will ultimately help in increasing employee morale, perhaps increasing employee motivation and enhance their job satisfaction.

Enenifa and Akintokunbo (2020) have supported the concept of workplace recreation arguing that setting aside leisure time and wellness programmes improves the employees' quality of life, consequently their job performance, mental wellness, and physical health will improve. Gupta (2019) Workplace recreation lowered sick leave, health expenditures, and disability costs, confirming the falling health care costs for businesses. According to the survey of Arubayi (2015), workplace physical activities cut across sick leave, health care costs and productivity (Mokaya & Gitari, 2012).

Employees experience stressful situation at work from the effects of stressors that emanate from the work environment and other personal-related factors. Some of the stressors in this regard are said to be functional, while others are dysfunctional, and can impede employees from having a good fit with the work environment for them to perform in achieving their personal goals and that of the organization. Scholars have suggested that, managing employee stress in the workplace involve individual and organizational level strategies that can minimize the manifestations and menace of dysfunctional stressors (Miller, 2008). This means that, stressors are integral to the work environment, and those that are dysfunctional in nature can be maintained at an optimal level through effective stress management. One way of achieving this is by providing workplace recreational activities.

Statement of the Problem

Tertiary institutions are characterized by long working hours; often late evening and very early morning lectures. Much of the work requires employees to be constantly on their feet and student interactions can be stressful, as employees may be verbally abused for poor teaching communications. In addition, many of them have problems maintaining a work-life balance. These factors individually or in combination lead to ill-health, low morale, conflicts, collapse or death and high levels of stress. In an effort to help employees cope with such issues, organizations have invested in workplace recreation. There is evidence

that workplace recreation has a positive effect on employee performance (WHO, 2003). Workplace physical activity programmes in Nigeria have helped reduce short-term sick leave, health care costs and increased productivity. However, scanty empirical data is available of the situation in developing world (WHO, 2003). Reduction of such kinds of avoidable costs is potentially important, especially in the developing countries such as Nigeria and Kenya as it would lead to higher employee performance. Thus, Kenya Utalii College has established workplace recreation in a bid to provide leisure and meet employee welfare requirements. The poor nature of workplace recreation in tertiary institutions requires employees to be constantly be on their feet, thus, stress in long standing hours and shouting have affected their health issues. These factors individually or in combination lead to ill-health, low morale, conflicts and high levels of stress. In an effort to help employees cope with such issues, organizations have invested little or nothing in workplace recreation in tertiary institutions for their staff to relax. Therefore, this study conducted on the impact of stress management programmes on employee performance of Selected Tertiary institutions in Akwa Ibom State

Objectives of the Study

The main objective of the study is to examine the impact of stress management programmes on employee performance of Selected Tertiary institutions in Akwa Ibom State. The specific objectives are to:

- i. Assess the impact of stress management programmes of the effectiveness of Selected Tertiary institutions in Akwa Ibom State.
- ii. Analyse the effect of physical fitness facilities on the commitment of Selected Tertiary institutions in Akwa Ibom State.

Research Questions

- i. What is the impact of stress management programmes on the effectiveness of Selected Tertiary institutions in Akwa Ibom State?
- ii. What is the effect of physical fitness facilities on the commitment of Selected Tertiary institutions in Akwa Ibom State?

Research Hypotheses

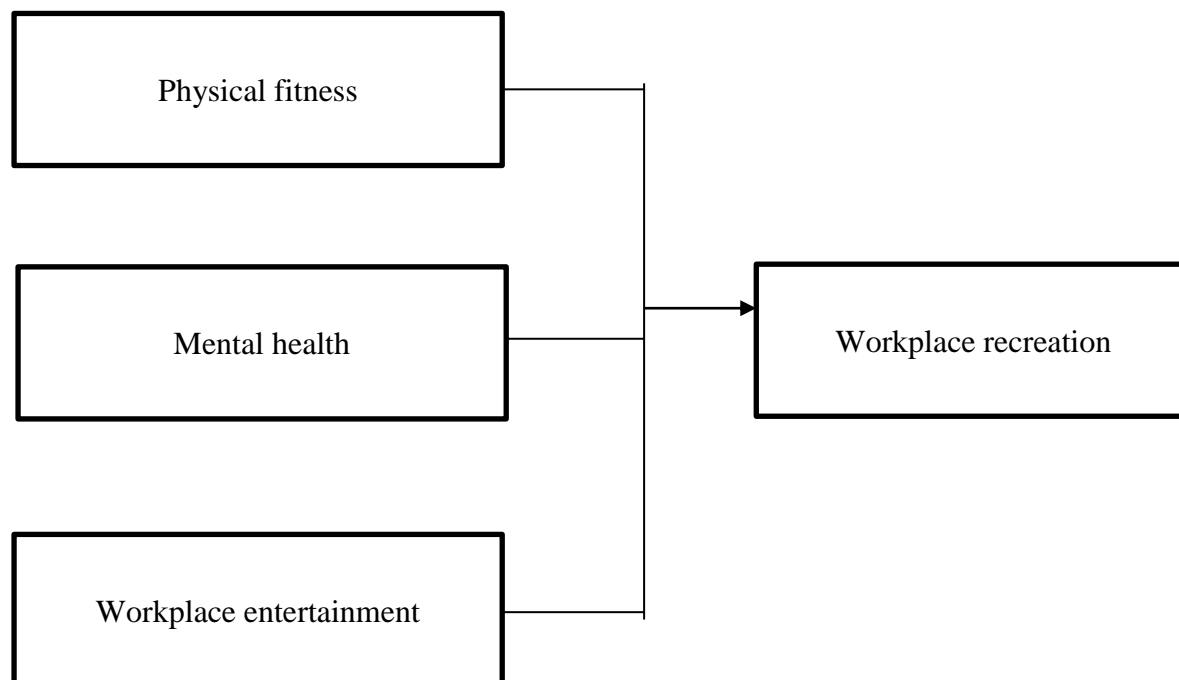
Ho₁: There is no significant impact on stress management programmes on the effectiveness of Selected Tertiary institutions in Akwa Ibom State.

Ho₂: There is no significant effect on physical fitness facilities on the commitment of Selected Tertiary institutions in Akwa Ibom State.

LITERATURE REVIEW

Conceptual Framework

Figure 1: Workplace recreation



Source: Ackland (2005)

Physical fitness on employee performance and wellbeing

Falkenberg (2007) established a link between employee fitness programmes and organisational performance. Their study was based on the premise that employee fitness programmes were attractive to employees, were mechanisms for retaining employees, and were significant in reducing stress which had a negative impact on work performance and productivity. Their study showed that physical fitness programmes had a significant positive impact on employee productivity and performance. It showed that majority of employees who participated in physical fitness programmes had above average performance, lower rates of absenteeism, higher commitment to work, and lower employee turnover. The findings supported the assertion that physical fitness programmes had a positive impact on employee performance. Moreover, the study supported the need for workplace recreation programmes to improve employee performance and health needs. Similar studies supported the implementation of fitness programmes to improve employee well-being and reduce absenteeism. Kerr and Vos's research sought to determine whether employee fitness programmes (EFPs) improved the health, performance, and well-being of employees of ING bank. The results of their study showed that EFPs reduced absenteeism rates and improved the general well-being of employees among those who exercised. The findings supported the assertion that workplace fitness programmes had a significant and direct impact on the well-being and performance of employees.

Wattles and Harris (2003) also conducted a study on the link between fitness levels and employee productivity, absenteeism, and job satisfaction. Their research showed that employees who participated in EFPs had lower absenteeism rates, higher job satisfaction, and higher productivity. Parks and Steelman (2008) asserted that these positive impacts were associated with higher flexibility and muscular strength levels off employees who

engaged in EFPs. Similarly, a report by Western Australia's Department of Health revealed that workplace health promotion programmes had the potential to influence or motivate behaviour of employees leading to better job performance. The report showed that fitness programmes had a positive impact on the health of employees and subsequently economic benefits for their employers. Economic benefits such as reduced absenteeism, reduced workplace costs, and higher productivity were associated with higher individual and organizational performance. Aldana et al (2005) introduced a financial aspect to the link between EFPs and employee well-being. Their research was based on a 2-year study on a wellness programme for Washoe County School District. The findings showed no significant differences between the health costs of those who participated in the programme and those who did not. However, the research showed that there was a significant reduction in absenteeism (and subsequent cost savings) among those who participated in the wellness programme. Alternatively, Goetzel and Ozminkowski (2008) observed significant cost differences amongst employees who participated in EFPs. Their research showed that EFPs reduced health care costs associated with group health (by 47%), turnover (by 37%), disability (5%), and worker compensation programmes (3%). The findings showed that EFPs could help organisations realise savings of over \$2,562 for every employee resulting from better performance, reduced health care needs, and reduced absenteeism. Ackland et al. (2005) added that fitness programmes had positive improvements in the health of employees including increased physical activity, improved nutrition, lower body fat levels, reduced smoking and alcohol intake, lower blood pressure, reduced stress level, and reduced risk to cardiovascular disease and type 2 diabetes. These health benefits were associated with workplace recreation activities such as counselling, weight loss programmes, team building, health screening, gym sessions, and education seminars on nutrition and health (Ackland et al., 2005). This assertion was supported by Parks and Steelman (2008) who observed that participation in employee fitness programmes increased job satisfaction. This is because employees were more flexible and had higher muscular strength levels. This increased their energy and motivated them to increase their work output thereby enhancing job satisfaction.

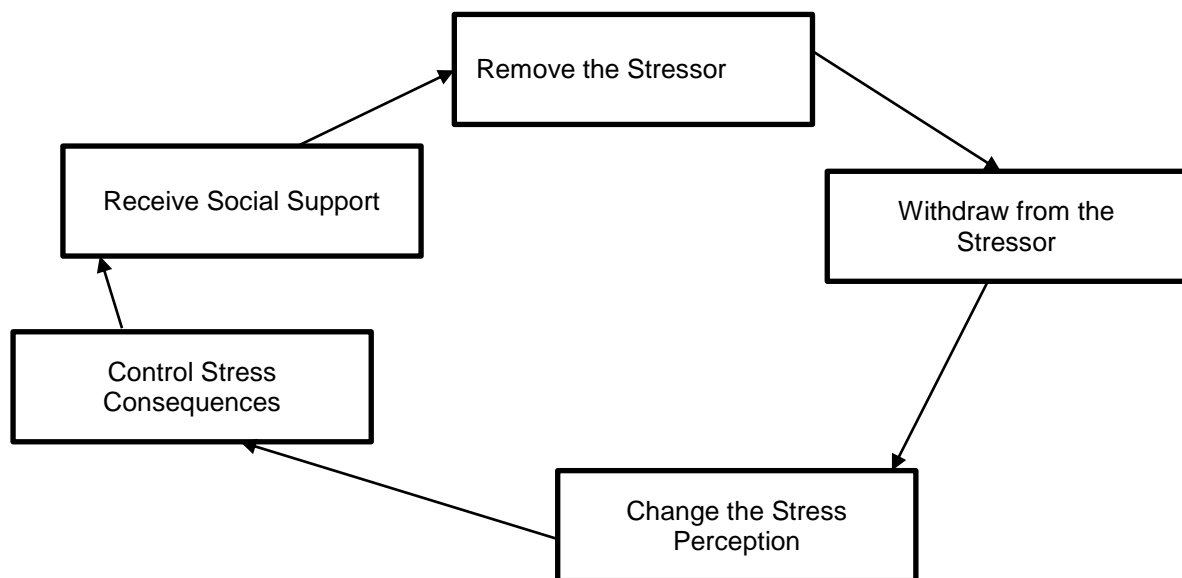
Stress

The term stress was first employed in a biological context by the endocrinologist Hans Selye in the 1930s. He later broadened and popularized the concept to include inappropriate physiological response to any demand. In his usage stress refers to a condition and the stressor to the stimulus causing it. It covers a wide range of phenomenon from mild irritation to drastic dysfunction that may cause severe health breakdown. According to Robbins (2004), stress is a dynamic condition in which an individual is confronted with opportunity, constraint or demand related to what he desires and for which the outcome is perceived to be both uncertain and important. From this definition one can say that stress is not necessarily bad, it also has a positive value when it offers potential gain. Moorhead et al. (2004) also defined stress as a person's adaptive response to a stimulus that places physical and psychological demands on a person. In addition stress is a negative emotional experience accompanied by predictable biochemical, physiological, cognitive and behavioural changes that are directed either toward altering the events or accommodating its effects.

Again, Bennett (2004) defines stress as a wide collection of physical and psychological symptoms that results from difficulties experienced by an individual while attempting to adapt to an environment. This means the potential for stress exists when an

environmental situation presents a demand threatening to exceed a person’s capabilities and resources. From the above definitions and descriptions stress can best be seen as excessive demands that affect a person physically and psychologically. Thus, the mental or physical condition that results from perceived threat or danger and the pressure to remove it. Stress is a part of the normal fabrics of human existence. Every individual regardless of race or cultural background, social and occupational status and even children experience stress in many ways. It is an inevitable part of challenges that prompt mastery of new skills and behaviour pattern. However, when stress becomes excessive, difficulties occur and the sufferer experiences disrupted emotional, cognitive and physiological functioning. Stress may be acute or chronic in nature. Chronic stress is associated with the development of physical illness including such leading causes of death. The cost of stress in terms of human suffering, social and occupational impairment and mental illness is enormous. Stress is a common experience. People may feel stress when they are very busy, have important deadlines to meet, or have too little time to finish all of their tasks. Often some people may be particularly vulnerable to stress in situations involving the threat of failure or personal humiliation. Work-place stress has received a great deal of attention in social psychological research. Significant research findings have documented that prolonged stress has negative effects on individual health as well as on employees’ attitudes towards the organization. Gershon (2000) concur that working under continuously stressful conditions leads to the dissatisfaction and exhaustion of police officers. The stressful conditions that law enforcement officers are exposed can affect both their work-related and their physiological wellbeing. Recognizing the factors contributing to stress is highly relevant. The outcomes of job stress exceed productivity and quality of employees performance, its' psychological influence inverts into a bad lifestyle habits like smoking, over eating, drinking alcohol and lead to serious chronic diseases like hypertension and heart diseases. Employees constant exposure to stress, if not handled effectively, can be destructive both for them in terms of the quality of their work and their physical and mental state and for the organization where they work.

Figure 2: Stress management strategies



Source: Robbin (2002)

From this list of management stress strategies, they argued that the only organizations can effectively manage stress is by removing stressor that causes unnecessary

tension and job burnout. One way for the organization to manage stress is to investigate the main causes of stress at their work place, calculating and audit by staff to complete confidential questionnaire to identify when and how they experience stress. In general, the research has found out that one of the most powerful ways to remove stress is to empower employees so that they have more control over their work and working environment.

Theoretical Framework

Spill Over Theory by Belsky, Perry Jenkins, and Croute (1985).

The theory recommends the most prominent perspective of relationship among work and rest. A few analysts prescribed that specialists take the sentiments, feelings, frames of mind; abilities and practices that they set up at work into their personal life and the other way around. Hypothetically, overflow apparently is of two sorts: positive or negative. Overflow thinks about a few parts of work and family relationship. Positive overflow depicts in detail that satisfaction and completion in one area could convey close by happiness and realization in another space. Negative overflow then again implies that mishaps and sorrow in one area potentially will bring close by misfortunes and discouragement into another space. Overflow in this manner is a procedure in which encounters in a job influence encounters in the other job, in this way making the jobs to all the more similar. Research has examined the overflow of disposition, qualities, abilities and practices starting with one job then onto the next, despite the fact that larger part of this exploration has fixated on temperament overflow. The encounters turning out from overflow can either be sure or negative (Greenblatt, 2002).

Empirical Review

Analyse the effect of physical fitness facilities on the commitment of Selected Tertiary institutions in Akwa Ibom State.

Ben, (2006) conducted a study the Contributions of Physical Activity and Fitness to Optimal Health and Wellness. The paper examined the role of physical activity and fitness more especially in the area of disease prevention and control by looking at the major ways by which regular physical activity and fitness contributes to optimal health and wellness. The Surgeon General's Report (1996), stressed that physical inactivity is a national problem which contributes to the burden of unnecessary illness and premature death. The emphasis is therefore on moderate physical activity and the focus on integration of physical activity into one's lifestyle which offers additional opportunities for sedentary individuals to improve their health through participation in physical activities that are enjoyable, personally meaningful and fit more easily into daily schedules. There was considerable evidence which showed that the risk of hypokinetic conditions can be greatly reduced among people who engage in regular physical activity to achieve good physical fitness. It was revealed that optimal health is more than freedom from diseases. Therefore, people who regularly participate in moderate amounts of physical activity and fitness can live longer and healthier and also, physical activity and fitness not only help prevent illness and diseases, but also promote quality of life.

Priscila, Camila, Inaian, Alberto, Eliete, Kelly, and Eduardo, (2013) study examined the Effect on Physical Fitness of a 10-Year Physical Activity Intervention in Primary Health Care Settings. The intervention consisted of bi-weekly, 60-minute group sessions in all primary health care settings in the city. This study evaluated the effect of PEHPCP on physical fitness and on the aging process after a decade of ongoing implementation. Methods: There were 409 women (aged 50±26 years) and 31 men (aged 64±10 years) who

were eligible for this study. Every four months, participants completed the AAHPERD standardized tests. Results: Program participation was associated with a reduced effect in the natural decline of physical fitness caused by aging compared to baseline of all participants for coordination test time by 0.44 seconds, agility and dynamic balance test time by 1.81 seconds, aerobic capacity test time by 3.57 seconds, and muscle strength exercises by 0.60 repetitions. No significant effect on flexibility was found. Conclusions: The PEHPCP showed potential in improving muscle strength, coordination, aerobic capacity, and agility and dynamic balance in participants and in maintaining flexibility in participants over a decade.

Tsige, (2014) research investigated the impact of recreational activities in enhancing physical education practical class: the case of selected preparatory schools in Gulele Sub-City, Addis Ababa. The general objective of this study is to investigate the influence of recreational activities in enhancing physical education practical class in Addis Ababa, Gulele sub-city preparatory schools. To achieve this objective, the study used stratified random sampling method to select students of Gulele sub-city preparatory schools students. The design of this study was quantitative design; it was more of descriptive survey in nature. The major findings of this study are; there are significant differences between students on female and male students to participate in Volleyball, Basketball and Table tennis and also types of participation through active and passive recreation. again there is a significant difference between grade 11 and grade 12 students that do not participate in recreational activities because of lack of sport material, facility, and equipment, the students have exposure about recreational activities, but they did not participate because of lack of ability, lack of awareness, lack of material ,equipment and facilities, lack of family economic support, lack of school sport clubs, participating in recreational activities have positive effect in enhancing physical education practical class through avoiding those obstacles. Based on the findings the following recommendations wear suggested; The students they have to participate in recreational activities without any differences, with the intention of create awareness in the preparatory school schools, physical education teachers should be encouraging the students to participate in recreational activities more than the previous one, school administrators should give an attention for recreational activities, the government also done with schools and medias to create an awareness more than the previous. To enhance physical education practical class, the students have to give an attention and participate in recreational activities better than earlier trough modifying the sport materials, equipment, and facilities and all students should be participant. In order to solve the factors that affect students participation in recreational activities, the schools have to provide the sport materials, equipment, and facilities, the physical education teachers have to create an awareness for their students additional to the formal physical education class, the government should give an attention for recreational activities, the school administrator also supervise the condition how to participate in recreational activities. Finally, the families also support the students through providing sport wears to increase student's participation in recreational activities and to obtain the Childs benefit from it.

Assess the impact of stress management programmes on the effectiveness of Selected Tertiary institutions in Akwa Ibom State.

Tahir (2011) investigated the effectiveness of teaching stress on academic performance of college teachers in Pakistan, the study sample out 106 college teachers of public and private sector selected through stratified sampling technique. The test of

regression analysis t-test, one way ANOVA and two ways ANOVA were applied. The study revealed that intrinsic and extrinsic variables have positive effect on academic performance of college teachers. The study also showed that significant difference was found between academic performance of teachers of public and private colleges. In relation to the study carried out by Tahir (2011), it indicates that intrinsic and extrinsic variable have positive effect on the academic performances of Nigerian university lecturers.

Warraich, (2014), carried a study on "Impact of Stress on Job Performance: An Empirical study of the Employees of Private Sector Universities of Karachi, Pakistan", the study was designed to determining the effect of stress on job performance of employees. It was based on empirical research conducted on 133 employees of private sector's Universities in Karachi that are providing education in the disciplines of Business Administration, Engineering, Medicine, Textile and Fashion. Pertinent data was collected through questionnaires based on close-ended questions. Multiple Linear Regression technique was used to test the hypothesis. However, the results obtained from the data revealed that workload and role conflict, and inadequate monetary reward are the prime reasons of causing stress in employees, and this stress reduces their efficiency. Thus, it was recommended that employer should minimize stress by lowering the work load, abate the role conflict, pay adequate salary and provide training and counseling to employees in order to improve their job performance and job satisfaction. The study found that workload, role conflict, and inadequate monetary reward are the prime reasons of causing stress in employees that leads to reduced employee efficiency. The outcome of this study implies that negative relationship exists between job stress and lecturer's performance in Nigeria and that university lecturers in Nigeria should identify the job stress factors and try to manage their emotional competencies by working in a conducive atmosphere, this would deal with problem of stress and boost their performance. The implication of this study is that, there is significant relationship between management role, relationship with others, workload pressure, homework interface, role ambiguity and performance pressure on Nigerian lecturers. The study also suggested that there is significant negative relationship between job stress and job satisfaction among university lecturers in Nigeria.

Gap in Literature

The study examined the impact of workplace recreation on employee performance (A Study of Selected Tertiary institutions in Akwa Ibom State). However, it was worth noting that existing research on workplace recreation was quite limited. This is because most of the literature addressed only one aspect of workplace recreation. Few established any links between workplace recreation, employee performance, and employee wellbeing. Moreover, none of the existing research was targeted towards the researcher's case study which was Tertiary institutions in Akwa Ibom State. This research sought to fill this information gap to ascertain the effect of mental health activities on the efficiency of Selected Tertiary institutions in Akwa Ibom State, assess the impact of stress management programmes on the effectiveness of Selected Tertiary institutions in Akwa Ibom State, analyse the effect of physical fitness facilities on the commitment of Selected Tertiary institutions in Akwa Ibom State and determine the influence of hangout spots and restaurants on performance of Selected Tertiary institutions in Akwa Ibom State.

METHODOLOGY

The study adopted a survey design. Survey design is designed to portray accurately the characteristics of particular individuals, situations, or groups. It is the program that guides the researcher in the process of collecting, analyzing and interpreting an observation

of the data. The researcher adopted majorly primary and secondary sources of data to collect information from the respondents. The study targeted a total number of two thousand and sixty-six (2066) respondents from the selected institutions. Topfaith University, Akwa Ibom State College of Education, Akwa Ibom State University and Akwa Ibom State Polytechnic. The sample size of the study was 355

The study adopted a simple random sampling technique. This sampling technique gave every respondent in the study area an equal chance to participate in the study.

The methods used in this study to gather data was a set of questionnaire. The structured questions were in a 5 point Likert scale such as 5 (SA); 4 (A); 3 (UN); 2 (SD); 1 (D). The content validity of the instruments was established by first submitting the prepared questionnaire on separate sheets to the researchers’ supervisor and experts in the department for their inputs. Thus, 50 questionnaires was administered and re-administered after two weeks to the same respondents in the institutions. The Cronbach Alpha for reliability of the co-efficient result was computed through Statistical Package for Social Science (SPSS). Regression model was employed to test the relationships between dependent and independent variables of the study.

DATA PRESENTATION AND ANALYSIS

Return of Questionnaire

Institutions	Questionnaire Administered	(%) Administered	Questionnaire Lost	(%) Lost	Questionnaire Retrieved	(%) Retrieved
Topfaith University	50	14.1	4	1.1	46	12.9
Akwa Ibom State College of Education	60	16.9	5	1.4	55	15.5
Akwa Ibom State University	182	51.3	8	2.4	174	49.0
Akwa Ibom State Polytechnic	63	17.7	3	.8	60	16.9
Total	355	100	20	5.7	335	94.3

Source: Field Survey, 2024

A total of three hundred and fifty-five (355) questionnaires were administered to Akwa Ibom State Polytechnic, Akwa Ibom State College of Education, Topfaith University and Akwa Ibom State University, Uyo. 20 copies of questionnaires were lost with a percentage of 5.7%, while the questionnaire recovered is 335 with a percentage ratio of 94.3% that aided the study.

Table 1: Assess the impact of stress management programmes on the effectiveness of Selected Tertiary institutions in Akwa Ibom State.

Statement	SA 5	A 4	UN 3	D 2	SD 1	TOTAL	MEAN	SD
Likelihood of burnout affects organizational effectiveness	287	48	-	-	-	1627	4.8	.742
Severe fatigue affects organizational effectiveness	277	50	8	-	-	1609	4.8	.751
Work-life-balance integration affects organizational	269	56	5	5	-	1594	4.7	.798

effectiveness								
Quality of life improves affects organizational effectiveness	301	34	-	-	-	1641	4.9	.689
Suicidal ideation affects organizational effectiveness	177	85	18	24	31	1358	4.1	.899
DEPENDNET VARIABLES								
Customer satisfaction enhance stress management programmes	301	34	-	-	-	1641	4.9	.687
Employee satisfaction improve stress management programmes	249	55	10	21	-	1537	4.6	.875
Profitability enhance stress management programmes	304	31	-	-	-	1644	4.9	.658
Revenue boost stress management programmes	287	48	-	-	-	1627	4.8	.742

Source: Field Survey, 2024

The table above assesses the impact of stress management programmes on the effectiveness of Selected Tertiary institutions in Akwa Ibom State. Majority of the respondents with the highest mean scores of 4.9, 4.9, 4.8, 4.7, and 4.1 strongly agreed that likelihood of burnout affects organizational effectiveness, severe fatigue affects organizational effectiveness, work-life-balance integration affects organizational effectiveness, quality of life improves affects organizational effectiveness and suicidal ideation affects organizational effectiveness, while the respondents of the dependent variables with the highest mean scores of 4.9, 4.9, 4.8 and 4.6 strongly agreed that customer satisfaction enhance stress management programmes, profitability enhance stress management programmes, revenue boost stress management programmes and employee satisfaction improve stress management programmes.

Table 2: Analyse the effect of physical fitness facilities on the commitment of Selected Tertiary institutions in Akwa Ibom State.

Statement	SA	A	UN	D	SD	TOTAL	MEAN	SD
	5	4	3	2	1			
Basketball court improves organizational commitment	301	34	-	-	-	1641	4.9	.687
Football stadium increase organizational commitment	249	55	10	21	-	1537	4.6	.875
Athletics field enhances organizational commitment	304	31	-	-	-	1644	4.9	.658
Handball court improves organizational commitment	277	50	8	-	-	1609	4.8	.751
Table tennis increases organizational commitment	269	56	5	5	-	1594	4.7	.798

DEPENDENT VARIABLES								
Normative commitment improves physical fitness facilities	225	100	-	10	-	1545	4.6	.772
Affective commitment increase physical fitness facilities	201	114	5	15	-	1506	4.5	.801
Continuance enhances physical fitness facilities	175	84	28	29	19	1372	4.1	.987

Source: Field Survey, 2024

The table analyzed the effect of physical fitness facilities on the commitment of Selected Tertiary institutions in Akwa Ibom State. Majority of the respondents with the highest mean scores of 4.9, 4.9, 4.8, 4.7 and 4.6 strongly agreed that Basketball court improves organizational commitment, Athletics field enhances organizational commitment, Handball court improves organizational commitment, Table tennis increases organizational commitment and Football stadium increase organizational commitment, while the respondents with the highest mean scores of 4.6, 4.5 and 4.1 strongly agreed that Normative commitment improves physical fitness facilities, Affective commitment increase physical fitness facilities and Continuance enhances physical fitness facilities.

HYPOTHESES TESTING

Ho₁: There is no significant impact of stress management programmes on the effectiveness of Selected Tertiary institutions in Akwa Ibom State.

Table 2: Regression analysis on stress management programmes on effectiveness

Variable	Parameters	Coefficient	Std error	t – value
Constant	β_0	0.059	0.050	1.18
Stress Management Programmes (X₁)	β_1	0.085	0.064	1.328**
R-Square		0.589		
Adjusted R – Square		0.538		
F – statistics		7.688***		

Source: Field Data, 2024

Table above shows the coefficients of stress management programmes on the effectiveness of Selected Tertiary institutions in Akwa Ibom State. The coefficient of multiple determination (R²) was 0.589 which implies that 58.9% of the variations in dependents were explained by changes in the independent variable while 41.1% were unexplained by the stochastic variable indicating a goodness of fit of the regression model adopted in this study which is statistically significant at 1% probability level.

The coefficient of stress management programmes was statistically significant and positively related to effectiveness at 5 percent level (1.328**). This indicated that there is a significant impact on stress management programmes on the effectiveness of Selected Tertiary institutions in Akwa Ibom State. This implies that a unit increase on stress management programmes leads to a unit increase on employee effectiveness.

Ho₂: There is no significant effect of physical fitness facilities on the commitment of Selected Tertiary institutions in Akwa Ibom State.

Table 4: Regression analysis on physical fitness facilities on the commitment

Variable	Parameters	Coefficient	Std error	t – value
Constant	β_0	0.054	0.041	1.317
Physical Fitness Facilities (X_1)	β_1	0.072	0.051	1.412**
R-Square		0.624		
Adjusted R – Square		0.540		
F – statistics		7.644***		

Source: Field Data, 2024

Table above shows the coefficients of physical fitness facilities on the commitment of Selected Tertiary institutions in Akwa Ibom State. The coefficient of multiple determination (R²) was 0.624 which implies that 62.4% of the variations in dependents were explained by changes in the independent variable while 37.6% were unexplained by the stochastic variable indicating a goodness of fit of the regression model adopted in this study which is statistically significant at 1% probability level.

The coefficient of physical fitness facilities was statistically significant and positively related to commitment at 5 percent level (1.412**). This indicated that there is a significant effect on physical fitness facilities on the commitment of Selected Tertiary institutions in Akwa Ibom State. This implies that a unit increase in physical fitness facilities lead a unit increase in employee commitment.

SUMMARY, CONCLUSION AND RECOMMENDATION

Summary of Findings

- i. There is a significant impact of stress management programmes on the effectiveness of Selected Tertiary institutions in Akwa Ibom State.
- ii. There is a significant effect of physical fitness facilities on the commitment of Selected Tertiary institutions in Akwa Ibom State.

Conclusion

Workplace recreation fosters a work environment that values and supports employee performance, employers can not only attract top talent but also retain their existing workforce. It is clear that when employees have access to recreational activities and spaces, they are more likely to feel motivated, engaged, and committed to their jobs. The study revealed that there is a significant effect on physical fitness facilities on the commitment of Selected Tertiary institutions in Akwa Ibom State. The results also indicated that employee wellbeing at work is the physical and mental health of the workforce where they should be working in a stress-free and physically safe environment and that wellbeing of employees can be linked to promoting an environment that make-work exciting and rewarding. The study found out that there is a significant impact on stress management programmes on the effectiveness of Selected Tertiary institutions in Akwa Ibom State. The management of the organization should try to mitigate and sort out ways to help employees overcome job stress. The human resource should recognize the potential of employees as an asset to the organization. It is the responsibility of the management to create a conducive organizational climate to work stress-free on a day-to-day basis.

Recommendations

- i. It is very necessary for organization under the stud to conduct a needs assessment to understand the specific stressors and needs of the employees. Tailor the program to address those unique stress factors in the organization.

- ii. Institutions must ensure that a diverse range of exercise equipment will accommodate different fitness levels and preferences. Regularly inspect and maintain all equipment to ensure safety and functionality. Create a maintenance schedule to address issues promptly, reducing the risk of accidents.

Contributions to Knowledge

- i. The study equipped institutions with the knowledge and tools necessary to create vibrant, engaging work environments that enhance employee well-being and drive sustained organizational performance.
- ii. The study introduced metrics for assessing employee satisfaction, productivity, innovation, and retention, providing a toolkit for institutions to gauge the success of their recreational initiatives.
- iii. The study aimed to guide institutions in creating tailored, dynamic recreational centers towards improving employee performance.

References

- Ackland, T., et al. (2005). *Workplace health and physical activity programme review*. Report by Western Australia's Department of Sport and Recreation, 1-77.
- Akmal, F. & Ghazali, Z. (2012). Recreational programme and its association with job performance. *Asian Social Science*, 8(13), 172-180.
- Arubayi, D. O. (2015). Outdoor recreation activities among staff in Nigerian academic institutions: spontaneous or planned. *Kuwait Chapter of the Arabian Journal of Business and Management Review*, 5(2), 1.
- Ben, O. (2006). The contributions of physical activity and fitness to optimal health and wellness. *Journal of Education and Practice* www.iiste.org ISSN 2222-1735 (Paper) ISSN 2222-288X (Online) 7, (20).
- Bennet, R. (1994). *Organisational Behaviour*. 2nd Ed. London: Pitman Publishing.
- Blumenthal, I. (2003). Services SETA. *Employee Assistance Conference Programme*. 2 (2). 5- 21.
- Enenifa, C., & Akintokunbo, O. (2020). Workplace recreational activities and employee effectiveness in deposit money banks in Yenogoa Bayelsa State, Nigeria. *The Strategic Journal of Business & Change Management*, 7(1), 223-234.
- Falkenberg, L. E. (2007). Employee fitness programs: Their impact on the employee and the organization. *Academy of Management Review*, 12(3), 511-522.
- Gershon, R. (2000). National Institute of Justice final report: "Project SHIELDS." Washington, DC: *National Institute of Justice*.
- Miller, K. (2008). *Organizational communication; Approaches and process, fifth edition*, U.S.A., *Wad Worth's Learning*, 205 – 210.
- Mokaya, S. & Gitari, J. W. (2012). Effects of workplace recreation on employee performance: the case of Kenya Utalii College. *International Journal of Humanities and Social Science*, 2(3), 176-183.

- Moorhead, H. & Griffen, F. (1998). *Organisational Behaviour*. Boston: Houghton Mifflin Company.
- Parks, K. & Steelman, L. (2008). Organisational wellness programmes: A meta-analysis. *Journal of Occupational Health Psychology, 13*(1), 58-68.
- Priscila, M, N., Camila, B, P., Inaian, P, T., Alberto, C., Eliete L., Kelly, L., C, & Eduardo, K. (2013). Effect on Physical Fitness of a 10-Year Physical Activity Intervention in Primary Health Care Settings. *Journal of Physical Activity & Health*. Human Kinetics, Inc.
- Productivity, job satisfaction and absenteeism. MSc Thesis, Boise State University.
- Robbins, S. P. (2004). *Organisation Behaviour*. 11th Ed. New Jersey: Pearson Prentice Hall.
- Goetzel, R. & Ozminkowski, R. J. (2008). The health and cost benefits of work site health-promotion programmes. *Annual Review of Public Health, 29*, 303-323.
- Warraich, U. A., Ahmed, R.R., Ahmad, N. & Khoso, I. (2014). Impact of stress on Job Performance: An Empirical study of the employees of private sector necessities of Karachi, Pakistan. *Research Journal of management Sciences, 3*(7), 14-17.
- Wattles, M. & Harris, C. (2003). The Relationship between fitness levels and employee's perceived productivity, job satisfaction, and absenteeism. *Journal of Exercise Physiology, 6*(1), 24-32.
- World Health Organization (2003). *Health and Development through Physical Activity and Sport Journal*: Hill, Inc. USA 4. 56-82.