

## Employee Recreation and Organizational Performance of Deposit Money Banks in Port Harcourt, Nigeria

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**ABSTRACT:** This study examined the relationship between employee recreation and organizational performance of deposit money banks in Port Harcourt, Nigeria. The objective of the study was to examine how employee recreation influences organizational efficiency and effectiveness. The study adopted a cross-sectional survey in its investigation of the variables. Primary source of data was generated through self-administered questionnaire. The population of this study covers 355 permanent and full time staff from two branches each of the seven (7) selected Deposit Money Banks situated in Port Harcourt metropolis of Rivers State, Nigeria. The sample size of 188 was drawn using the Taro Yamane sample size determination formula. Spearman Rank Order Correlation was used for hypothesis testing with the aid of the SPSS Package version 23. The result of the findings revealed that employee recreation is significantly correlated with organizational performance of deposit money banks in Port Harcourt. The study recommends that deposit money banks should evaluate their employee's schedules so that employee recreation is not done completely on the employee's time but rather to be performed partly on company time.

**KEY WORDS:** *Employee Recreation. Organizational Performance, wellness promotion programs*

### I. INTRODUCTION

The goal of human resource management (HRM) is to ensure that employees and organisations achieve high levels of performance. An emerging concept that addresses this performance expectation is workplace recreation (Tan & Waheed, 2011). Workplace recreation programmes are defined as activities that promote the health of staff in an organisation (Mokaya and Gitari, 2012). These programs include annual family days, sports days, travel, gym membership, and sports facilities (Mak and Sockel, 2001). They also include wellness promotion programs such as weight loss classes, hypertension and cancer screenings, substance management classes, self-help or counseling classes, and subsidised pharmacotherapy treatments (Wellness Proposal, 2006; Goetzel and Ozminkowski, 2008). These programs are designed to increase morale, motivate employees, and enhance their job satisfaction (Akmal & Ghazali, 2012).

Many scholars have discussed the effects of recreation programs on job performance and productivity. For instance, Golaszewski and Yen (1992) and Wattles and Harris (2003) reported that health promotion programs resulted in fewer health claims, high productivity, lower absenteeism, and higher return on investment on amount spent. Another report confirming this assertion was the Aga Khan Development Framework (2013) that showed how health problems such as diabetes mellitus and hypertension declined when employees engaged in workplace recreation or leisure activities. Similarly, organisations such as the American Council on Exercise and the Aga Khan Development Network (AKDN) have supported the concept of workplace recreation arguing that setting aside leisure time and wellness programs improves the employees' quality of life thereby enhancing their job performance, mental status, and physical health (Aga Khan Development Network, 2013; Parks and Steelman, 2008).

The trend in workplace recreation has continued to gain momentum as the demand for recreation increases. Many entertainment and sports venues have attempted to meet this demand by providing diverse leisure and recreation activities for employed workers (Mokaya and Gitari, 2012; Wattles and Harris, 2003). In addition, organisations have invested funds and time to create recreation facilities in the workplace. This study therefore examined the relationship between employee recreation and organizational performance of deposit money banks in Port Harcourt.

This study will further be guided by the following research questions:

- i. What is the relationship between recreation activities and employee efficiency of deposit money banks in Port Harcourt?
- ii. What is the relationship between recreation and effectiveness in deposit money banks of Port Harcourt?

## II. LITERATURE REVIEW

### Theoretical framework

This study is underpinned by the social exchange theory (SET) was adopted by the researcher as the theoretical foundation for the study. This is because stress could be managed physically or psychologically while employees' could be emotionally or psychologically committed to their organization. This assertion by the researcher and other authorities in the literature reviewed, is in line with the consideration of Alexander (1990) who considered social exchange theory to be a socio-psychological theory and Blau (1994) assert that social exchange is characterized by unspecified personal obligations and trust as well as intrinsic, in association with extrinsic rewards, thus occupying the middle ground between pure calculation of advantage and pure expression of love. From the assertion of Blau (1994) it is clear that social exchange is based on less formal and legalistic social relations.

Social exchange theory holds that human behaviour and social interactions is basically an exchange of both tangible and intangible activities (Homans, 1961). Pfeffer (1982) noted that in social exchange theory, "behavioral compliance on the part of the individual is exchanged for something more valuable to them than is costly to the giver and vice versa (Homans, 1961). It can thus be argued that people in organizations engage in self-interested exchange process with the owners of the organization and among themselves, strive to maximize the benefits of such an exchange process. This is the point where the theory relates best with the research topic i.e. if the management of the hospital, effectively manage the stress level of the employees', the employees' will reciprocate with commitment to the hospital which is an exchange that benefits both parties involved. The above statement by the researcher corroborates with the general statement of social exchange theory, posited by Zafirovski (2005) that social exchange is composed of actions of purposive actors that presuppose constellations of their interest and resources, since these processes are assumed to be governed by reciprocal relations. Exchange is defined as social interaction characterized by reciprocal stimuli-they would not continue in the long run if reciprocity were violated in consequence, exchange theory examines the process establishing reciprocity in social relations or the mutual gratifications between individuals.

### Concept of Employee Recreation

Workplace recreation programs are defined as activities that promote the health of staff in an organisation (Mokaya and Gitari, 2012). These programs include annual family days, sports days, travel, gym membership, and sports facilities (Mak & Sockel, 2001). They also include wellness promotion programs such as weight loss classes, hypertension and cancer screenings, substance management classes, self-help or counseling classes, and subsidized pharmacotherapy treatments (Wellness Proposal, 2006; Goetzel & Ozminkowski, 2008). These programs are designed to increase morale, motivate employees, and enhance their job satisfaction (Akmal et al., 2012).

Recreation is an activity of leisure, the need to do something for recreation is an essential element of human biology and psychology. Recreation activities are often done for enjoyment, amusement or pleasure and are considered to be fun. The term recreation appears to have been used in English first in the late 14th century, first in the sense of refreshment or curing of a sick person (Armstrong, 2011). Recreation facilities like those found in a gym can help in stress reduction and management. According to Armstrong, human body is like a working engine that harbors stress and tension, this stress and tension according to him is as a result of job demand or workload resulting from employees work which if not given attention can result in such disorder as headache, body-pain, chest pain and other forms of health disorder which if not well handled can result in severe health complication of the employee.

Recreation facilities can help in reduction and management of employee stress. Humans spend their time in activities of daily living, work, sleep, social duties, and leisure, which involuntarily results in stress on the employee or individual, according to Armstrong (2011) one of the recommended way in which the employee or affected individual can bounce back to life is to take time off for recreation which primary aim is to help reduce and manage stress.

### Concept of Employee Performance

The debate on performance measures has been a domain of interest for academicians and practitioners. Employee performance is the ultimate dependent variable of interest for scholars concerned in area of

management and also an indicator for evaluating the operational efficiency of a business. Despite the importance of the concept, studies have revealed disparities as to what constitute organizational performance. Venkatraman and Ramanujan (1986) note that there is no agreed definition and measures of employee performance. They argue that the concept has multiple meaning depending on the specific discipline such as the service, production and manufacturing industry. For instance, Delaney and Huselid (1996) placed high emphasize on financial performance which are objective such as accounting measures such as profit per employee, return on sales, productivity per employee or subjective measures (perception of performance relative to similar organizations or relative to product market competitors). Guest (1997) criticizes the overreliance of financial performance that does not capture the full impact of human resource management on overall performance. The use of subjective measures is a common occurrence in existing studies examining the link between employee empowerment and employee performance (Yang and Choi, 2009).

Dess and Robinson (1984) and Venkatraman and Ramanujam (1987) comparing objective and subjective measures of employee performance revealed that the two methods are appropriate in different situations. In this regard, recent studies have focused on a combination of the different methods in order to avoid bias toward one or the other measure, that is, objective or subjective. The Balanced Scorecard (BSC) proposed by Kaplan and Norton (1996) is the most dominant performance module used world over. It focuses on four major perspectives of performance namely financial performance, customer focus, internal business process and learning and growth. The study utilized the non-financial measures of customer focus, internal business process, learning and growth and corporate social responsibility as the indicators of organization performance.

### **Measures of Employee performance**

#### **Effectiveness Measure**

Effectiveness is a broad concept that is difficult to measure in organizations. According to (Amah, 2014) the concept of organizational effectiveness is an elusive one that there is no single way of defining it. This may be due to the too many criteria used and the many definitions available for the concept. (Veldsman, 1982) defined organizational effectiveness as a qualification attached to an organizations resulting from the comparison from the actual state of the entity against its ideal state. He posits that an organization can either be effective or ineffective. Effective organizations are built on effective individuals who work effectively in groups Lawler, (1972). There are different variables for measuring organizational effectiveness. Maheshwari (1980) said this much when he opined that that organizational effectiveness is a multi-dimensional concept, which has no agreement as to which dimensions are significant and should be used as the basis of the analysis.

#### **Efficiency Measure**

Ogboso& Amah (2016) opines that efficiency refers to the accomplishment of goals with minimum resources or waste. It includes measures such as time minimization, cost minimization, and waste minimization. Speed and time are important resources for any organization and must be seen to seek to maximize speed and minimize time. The way an organization does this indicates how efficient and productive they are. Speed and time were the essence of time and motion studies since the day of scientific management introduced by Taylor that led to management efficiency. They are sources of competitive advantage. Doing the right thing in corporate governance terms is an important, but not a sufficient, condition for performance. And doing the wrong thing (e.g. an ineffective audit committee, or lack of independence among the executives) will make it more difficult for a organization to perform but is not a measure of success or lack of it either. The questions relating to organization efficiency are: How effective is the organization in dispatching businesses (including through organization committees in and between meetings) and following up on decisions, does the organization identify and focus on key (not just a long list of) issues and risks facing the organizations; is the organization able to take initiatives, dealing with crises and identifying emerging issues?

#### **Relationship between Recreation and Employee performance**

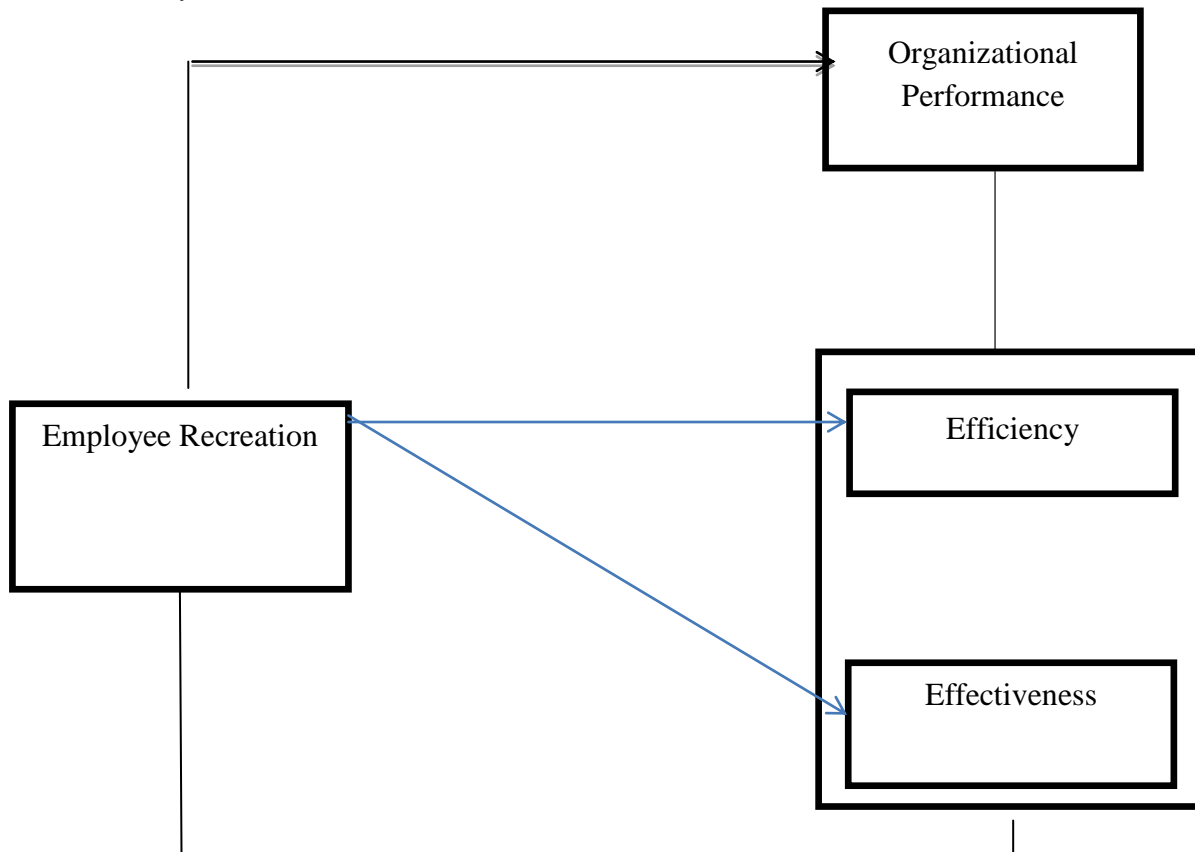
Falkenberg (1997) established a link between employee recreation activities and organizational performance. Their study was based on the premise that employee recreation activities were attractive to employees, were mechanisms for retaining employees, and were significant in reducing stress which had a negative impact on work performance and productivity. Their study showed that recreation activities had a significant positive impact on employee productivity and performance which births commitment. It showed that majority of employees who participated in recreation activities had above average performance, lower rates of absenteeism, higher commitment to work, and lower employee turnover. The findings supported the assertion that recreation activities had a positive impact on employee performance. Moreover, the study supported the need for workplace recreation programs to improve employee performance and health needs. Similar studies by Pronk and Kottke (2009) and Kerr and Vos (1993) supported the implementation of recreation activities to improve

employee well-being and reduce absenteeism. Kerr and Vos's research sought to determine whether employee recreation activities (ERAs) improved the health, performance, and well-being of employees of ING bank. The results of their study showed that ERAs reduced absenteeism rates and improved commitment.

From the foregoing arguments, we hereby hypothesized thus:

**Ho<sub>1</sub>:** There is no significant relationship between recreation activities and employee efficiency in deposit money banks in Port Harcourt..

**Ho<sub>2</sub>:** There is no significant relationship between recreation activities and employee effectiveness in deposit money banks in Port Harcourt.



*Fig.1 Operational Framework for the hypothesized relationship between recreation activities and employee performance.*

*Source: Author's Desk Research, 2019*

### III. METHODOLOGY

The study used a cross sectional design. The population of this study covers 355 permanent and full time staff from two branches each of the seven (7) selected Deposit Money Banks situated in Port Harcourt metropolis of Rivers State, Nigeria. These banks are: First bank, Union bank, GTB, FCMB, UBA, Diamond bank, and Sterling bank. The number of elements for each bank is sourced from the records of the respective administrative offices of each of the operating Deposit Money Banks branches in Port Harcourt, Nigeria. The sample size of 188 was drawn using the Taro Yamane sample size determination formula. Descriptive statistics and Spearman Rank Order Correlation was used for data analysis and hypothesis testing with the aid of the SPSS Package version 23.

**Table 1 Reliability statistics for the instruments**

S/No	Dimensions/Measures of the study variable	Number of items	Number of cases	Cronbach's Alpha
1	Employee Recreation	3	168	0.823
2	Efficiency	4	168	0.765
3.	Effectiveness	4	168	0.725

Source: Research data, 2019

#### IV. RESULTS AND DISCUSSIONS

##### Bivariate Analysis

The secondary data analysis was carried out using the Spearman rank order correlation tool at a 95% confidence interval. The Spearman Rank (*rho*) statistic to undertake the analysis. The 0.05 significance level is adopted as criterion for the probability of either accepting the null hypotheses at ( $p > 0.05$ ) or rejecting the null hypotheses at ( $p < 0.05$ ).

**Table 2 Correlation Matrix for Recreation Activities and Employee Performance**

			Recreation Activities	Effectiveness	Efficiency
Spearman's rho	Recreation Activities	Correlation Coefficient	1.000	.729**	.693**
		Sig. (2-tailed)	.	.000	.000
		N	168	168	168
	Effectiveness	Correlation Coefficient	.729**	1.000	.710**
		Sig. (2-tailed)	.000	.	.000
		N	168	168	168
	Efficiency	Correlation Coefficient	.693**	.710**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	168	168	168

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

Source: Research Data 2019, (SPSS output version 21.0)

Table 2 illustrates the test for the two previously postulated bivariate hypothetical statements. The results show that for:

***Ho<sub>1</sub>: There is no significant relationship between employee recreation and effectiveness of deposit money banks in Port Harcourt.***

The correlation coefficient (*r*) shows that there is a positive relationship between employee recreation and employee effectiveness. The value 0.693 indicates a strong positive relationship at  $p < 0.000 < 0.05$ . The correlation coefficient represents a strong correlation indicating also a strong relationship among the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between employee recreation and effectiveness of deposit money banks in Port Harcourt.

***Ho<sub>2</sub>: There is no significant relationship between employee recreation and efficiency in deposit money banks in Port Harcourt.***

The correlation coefficient (*r*) shows that there is a positive relationship between employee recreation and employee efficiency. The value 0.729 indicates a strong positive relationship at  $p < 0.000 < 0.05$ . The correlation coefficient represents a strong correlation indicating also a strong relationship among the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between employee recreation and efficiency in deposit money banks in Port Harcourt.

## V. DISCUSSION OF FINDINGS

This study using descriptive and inferential statistical methods investigated the relationship between Recreation Activities and Employee Performance of deposit money banks in Port Harcourt. The findings revealed that a significant relationship between exists between Recreation Activities and Employee Performance of deposit money banks in Port Harcourt using the Spearman's rank order correlation tool and at a 95% confidence interval. The findings of this study confirmed that Recreation Activities has an effect on employee performance of deposit money banks in Port Harcourt. It implies that it is in the interest of individual and the entire organization to create an atmosphere that would be conducive for recreation activities Recreation Activities is a crucial component of an organization's overall competitiveness. The study finding reinforces previous studies by Pronk and Kottke (2009) and Kerr and Vos (1993) supported the implementation of recreation activities to improve employee well-being and reduce absenteeism. Kerr and Vos's research sought to determine whether employee recreation activities (ERAs) improved the health, performance, and well-being of employees of ING bank. The results of their study showed that ERAs reduced absenteeism rates and improved commitment.

## VI. CONCLUSION AND RECOMMENDATIONS

In this paper, we discussed the relationship between recreation activities, and employee performance. Based on empirical findings, this study concludes that a significant positive relationship exists between employee recreation, and measures of employee performance in this case, efficiency and effectiveness of deposit money banks in Port Harcourt. This suggests that deposit money banks in other to boast the performance of their workforce should look at the creation of facilities that would enhance recreation activities. Necessitated by the high rate of stress in the industry, recreation activities can serve as viable option for banks that would want to distinguish its self in the industry.

The study recommends that recreation activities not only polish the employee skills but also prepare them to accomplish the current and future challenging assignments. Therefore, employees should be allowed activities that would increase and boast their performance in the workplace. Also the study recommends that that deposit money banks should evaluate their employee's schedules so that employee recreation is not done completely on the employee's time but rather to be performed partly on company time.

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