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ORGANISATIONAL WELLNESS PROGRAMMES AND EMPLOYEES' PERFORMANCE IN AKWA IBOM STATE CIVIL SERVICE

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Abstract

Workplace conditions constitute important factors that can influence employee performance by shaping employees' physical wellbeing, social interactions and capacity to fulfil work responsibilities. This study examined the effect of organisational wellness programmes on the performance of employees of the Akwa Ibom State Civil Service. Specifically, the study examined the effects of physical wellness programmes and social wellness programmes on quality of service delivery. A cross-sectional survey design was adopted for the study. The population comprised 802 employees from five selected establishments of the Akwa Ibom State Civil Service, from which a sample size of 278 was determined. Data were collected using a structured questionnaire. The data were analysed using frequency counts and percentages, while the hypotheses were tested using simple regression analysis at a 0.05 level of significance. The findings revealed that physical wellness programmes had a significant positive effect on quality of service delivery. The findings further showed that social wellness programmes had a significant positive effect on quality of service delivery. The study concludes that organisational wellness programmes significantly influence employee performance, as operationalised through quality of service delivery. It recommends strengthening physical wellness programmes and promoting social wellness programmes to support employee performance and enhance the quality of public service delivery in the Akwa Ibom State Civil Service.

Keywords: Organisational Wellness Programmes; Physical Wellness Programmes; Social Wellness Programmes; Employee Performance; Quality of Service Delivery; Akwa Ibom State Civil Service

1. Introduction

The effectiveness of government is substantially reflected in the quality of services provided to citizens. Governments rely on the civil service to translate policies, programmes and administrative decisions into services that address public needs. Through Ministries, Departments and Agencies (MDAs), civil servants perform administrative and operational functions that support governance and public service delivery. Abdullahi and Chikaji (2020) describes civil servants as permanent government employees, excluding parliamentary service, the judiciary, armed forces and other security forces, local government service, parastatals and teaching service. The

performance of these employees is therefore important to the capacity of government to provide responsive and reliable services. Where civil servants perform their responsibilities effectively, government policies can be implemented more efficiently and citizens can receive services in a manner that meets expected standards.

A major manifestation of employees' performance in the civil service is quality of service delivery. Employee performance generally concerns how effectively employees execute their assigned responsibilities and contribute to organisational objectives (Okoro & Fred, 2023). In the civil service,

however, performance extends beyond the completion of administrative duties to the quality of the services resulting from those duties. Quality of service delivery may be reflected in the accuracy, reliability, responsiveness, timeliness and professionalism with which services are provided to citizens (Edem *et al.*, 2025). Concerns regarding the performance of civil servants have continued to receive attention in Nigeria (Udu *et al.*, 2022). Since civil servants interact with citizens and are responsible for implementing administrative processes, conditions that affect their ability to concentrate, cooperate and perform their responsibilities may ultimately influence the quality of services delivered.

One condition that may influence employees' capacity to deliver quality services is their wellbeing at work. Civil servants perform their responsibilities within physical and social environments that can either facilitate or constrain effective work behaviour. An employee who works in an uncomfortable or unsafe environment may experience physical strain and reduced concentration, while an employee who operates within weak interpersonal relationships may encounter difficulties in obtaining information, coordinating responsibilities or receiving support from colleagues (Ekanem & Madu, 2024). These conditions indicate that employee wellbeing is not merely a personal concern but may also have implications for organisational performance and service delivery. Consequently, organisations have introduced wellness programmes to address workplace conditions that may affect employees' ability to function effectively.

Organisational wellness programmes involve management interventions intended to support employees' wellbeing and create conditions that facilitate effective work behaviour. Momoh *et al.* (2024) describe wellness programmes as organisational activities and policies designed to improve employees' physical, mental and emotional wellbeing, while Ngeno and Muathe (2014) view them as employer-sponsored strategies for promoting and maintaining employee wellbeing, particularly in demanding work environments. Okereke and Adinma (2022) similarly emphasise organisational initiatives aimed at supporting employees' overall wellbeing.

The relevance of such programmes to service delivery lies in their potential to address workplace conditions that affect employees' physical functioning and interaction with others. In this study, organisational wellness programmes are examined specifically through physical wellness programmes and social wellness programmes.

Physical wellness programmes may influence service delivery by addressing the physical conditions under which employees perform their duties. Workplace facilities, ergonomic arrangements, health and safety provisions, physical activity initiatives and measures for reducing workplace hazards can affect employees' physical comfort and capacity to sustain attention during work (Blue-Jack & Dappa, 2026). Where employees experience excessive physical discomfort, unsafe conditions or avoidable workplace strain, their ability to remain focused and respond effectively to service demands may be constrained. Such conditions can affect responsiveness, accuracy and consistency in service delivery. Conversely, physical wellness interventions that create safer and more comfortable working conditions may support employees' ability to remain attentive and effectively perform their responsibilities (Song & Baicker, 2019; Momoh *et al.*, 2024). Thus, physical wellness programmes provide workplace conditions that can support employees in maintaining the level of functioning required for quality service delivery.

The contribution of organisational wellness to service delivery may also operate through employees' social wellbeing. Civil service activities frequently require employees to interact with supervisors, colleagues and members of the public. The performance of many administrative responsibilities also requires information sharing, cooperation and coordination among employees. Where interpersonal relationships are characterised by poor cooperation or limited social support, employees may encounter difficulties in obtaining assistance, exchanging information and coordinating activities. These difficulties can affect the smooth delivery of services to citizens. Social wellness programmes that encourage positive workplace relationships, teamwork, interaction and mutual support can create conditions that facilitate cooperation and coordination. Improved social

interaction can enable employees to share relevant information, support one another in addressing work demands and coordinate responsibilities more effectively, thereby supporting quality service delivery (Muthiani *et al*, 2025; Emmanuel, 2024).

These considerations are particularly relevant to the Akwa Ibom State Civil Service, where employees perform administrative responsibilities that support the implementation of government policies and the provision of public services. The quality of these services depends partly on employees' ability to remain physically comfortable, focused and responsive, as well as their ability to cooperate and coordinate with others in the workplace. However, concerns about the effectiveness and quality of public service delivery make employee wellbeing an important management issue. Where workplace conditions do not adequately support employees' physical comfort or constructive social interaction, the ability of employees to consistently provide quality services may be affected (Edem *et al.*, 2025). This practical concern provides a basis for examining organisational wellness programmes within the Akwa Ibom State Civil Service.

The effectiveness of government policies and programmes depended substantially on the quality of services provided by civil servants. When employees were unable to provide services accurately, promptly and responsively, government objectives might not be fully achieved. In practice, delays in responding to service requests, administrative errors, inconsistencies and inadequate responsiveness could undermine public confidence and organisational effectiveness.

The conditions under which employees worked could influence the quality of service they provided. Physical discomfort, inadequate workplace facilities and unsafe working conditions could reduce employees' concentration and effective functioning, thereby affecting their responsiveness and accuracy. Similarly, weak interpersonal relationships, limited social interaction and inadequate support could constrain cooperation and coordination among employees, making it difficult to respond effectively to service demands.

Organisational wellness programmes provided a management approach for supporting employees' wellbeing and workplace functioning. Physical wellness programmes could promote physical comfort, safety and effective functioning, while social wellness programmes could encourage positive interaction, cooperation and mutual support. Existing studies had examined workplace wellness in relation to employee wellbeing, job satisfaction and other employee outcomes. However, limited attention had been given to the effects of specific wellness programme dimensions on quality of service delivery, particularly within public sector organisations in Nigeria.

This created an empirical and contextual gap regarding the effects of physical and social wellness programmes on service delivery in the civil service. The gap was also evident in the limited empirical evidence concerning employees of the Akwa Ibom State Civil Service. Thus, the study examined the effect of physical wellness programmes and social wellness programmes on the quality of service delivery of employees in the Akwa Ibom State Civil Service.

The general objective of the study was to examine the effect of organisational wellness programmes on the performance of employees of the Akwa Ibom State Civil Service. Specifically, the study sought to:

- i. examine the effect of physical wellness programmes on the quality of service delivery of employees of the Akwa Ibom State Civil Service;
- ii. examine the effect of social wellness programmes on the quality of service delivery of employees of the Akwa Ibom State Civil Service.

The study addressed the following research questions:

- i. What is the effect of physical wellness programmes on the quality of service delivery of employees of the Akwa Ibom State Civil Service?
- ii. What is the effect of social wellness programmes on the quality of service

delivery of employees of the Akwa Ibom State Civil Service?

The following hypotheses were formulated to guide the study:

H_{o1}: Physical wellness programmes had no significant effect on the quality of service

delivery of employees of the Akwa Ibom State Civil Service.

H_{o2}: Social wellness programmes had no significant effect on the quality of service delivery of employees of the Akwa Ibom State Civil Service.

2. Literature Review

2.1 Conceptual Review

The key concepts underpinning the study are discussed in this section.

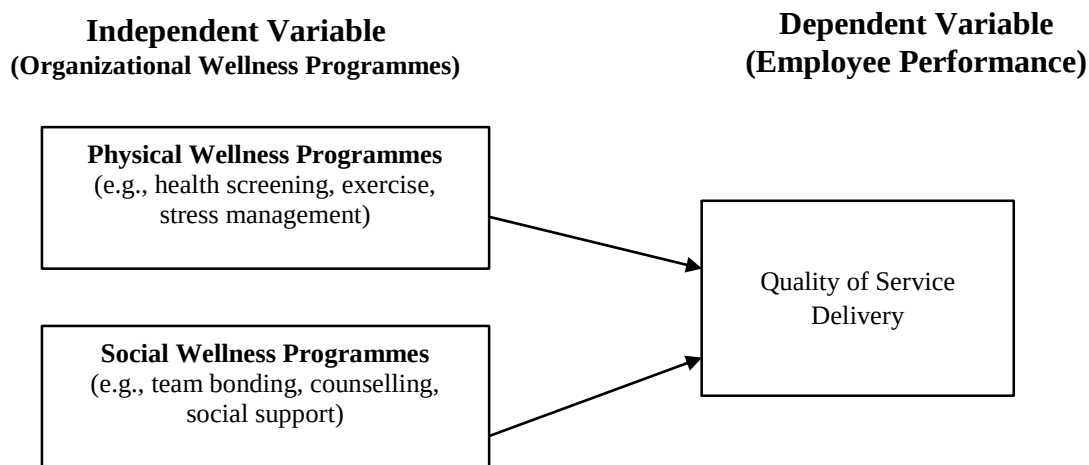


Figure 1: Conceptual Framework of Organizational Wellness Programmes and Employee Performance in Akwa Ibom State Civil Service

The framework shows that organizational wellness programmes, through physical wellness programmes and social wellness programmes, influences the employee performance as operationalized as quality of service delivery in Akwa Ibom State civil service.

Organisational Wellness Programmes

Organisational wellness programmes are structured workplace initiatives designed to support employees' wellbeing while improving their capacity to perform effectively (Emmanuel, 2024; Pepple *et al.*, 2024). They involve organisational policies, activities and support mechanisms that create conditions conducive to employee health, comfort, positive interaction and effective functioning (Karanja *et al.*, 2024). Such programmes may include health promotion initiatives, employee assistance, workplace safety measures, supportive work environments, social activities and other interventions that address employees' wellbeing needs (Blue-Jack & Dappa, 2026). The underlying logic is that employees who

experience healthy and supportive working conditions may be better positioned to concentrate, cooperate and respond effectively to work demands. Organisational wellness programmes can therefore contribute to employee wellbeing by addressing conditions that may affect employees' physical, social and psychological functioning at work (Karanja *et al.*, 2024; Pepple *et al.*, 2024). Thus, they represent more than employee welfare initiatives, as they can serve as management interventions for creating supportive workplace conditions, strengthening employee functioning and ultimately improving the quality of services delivered to organisational stakeholders.

Physical Wellness Programmes

Physical wellness programmes encompass organisational interventions that promote employees' physical health, safety and ability to function effectively in the workplace (Blue-Jack & Dappa,

2026; Karanja *et al.*, 2024). They may involve preventive health checks, fitness and exercise opportunities, occupational health support, ergonomic arrangements, health education and measures that reduce physical risks associated with work (Blue-Jack & Dappa, 2026). Such programmes are important because employees' physical condition and workplace environment can influence their energy, concentration and capacity to sustain effective work performance (Emmanuel, 2024). By identifying and addressing physical health needs and workplace-related risks, organisations can create conditions that support employees' functional capacity and reduce factors that may hinder effective job execution (Karanja *et al.*, 2024). Physical wellness programmes therefore constitute a proactive management approach through which organisations can safeguard employee wellbeing, promote healthy work practices and create an environment that supports consistent and effective performance.

Social Wellness Programmes

Social wellness programmes are organisational initiatives that strengthen employees' interpersonal connections, sense of belonging and ability to interact constructively within the workplace (Muthiani *et al.*, 2025; Emmanuel, 2024; Pepple *et al.*, 2024). They may involve team-building activities, peer-support mechanisms, collaborative engagements, employee networks and other activities that encourage meaningful workplace relationships. These programmes recognise that effective work often requires employees to communicate, cooperate and support one another in addressing shared responsibilities (Nnaemeka *et al.*, 2024). A workplace characterised by positive social interaction can facilitate information sharing, mutual assistance and coordination, which may help employees respond more effectively to work demands. Social wellness programmes therefore provide a structured means of promoting healthy workplace relationships and reducing social isolation (Muthiani *et al.*, 2025; Pepple *et al.*, 2024). By fostering supportive interactions and a sense of community, they can contribute to a work environment that enhances employee wellbeing and supports effective organisational functioning

Employee Performance

Employee performance represents the extent to which employees successfully execute assigned responsibilities and contribute to the achievement of organisational objectives. It encompasses the quality, accuracy, effectiveness and consistency with which employees carry out their duties and respond to work demands (Bassey *et al.*, 2025; Edem *et al.*, 2026). Performance is therefore not limited to the completion of assigned activities but also reflects how well employees apply their knowledge, skills and available resources to produce expected work outcomes. In service-oriented organisations, employee performance is closely associated with the standard and reliability of services provided to clients and other stakeholders (Okafor *et al.*, 2023). Employees who perform effectively are expected to demonstrate competence, responsiveness and consistency in carrying out their responsibilities. Conversely, inadequate performance may be reflected in errors, delays, poor responsiveness and inconsistent service outcomes (Idiarti, 2026; Huky *et al.*, 2026). Employee performance can therefore serve as an important basis for assessing how effectively organisational resources and workplace conditions translate into desired service outcomes.

Quality of Service Delivery

Quality of service delivery denotes the degree to which services provided by an organisation satisfy established standards and the expectations of service recipients (Eneanya, 2018; Magbadelo, 2020). It reflects how accurately, promptly, reliably and responsively employees attend to service needs and fulfil their responsibilities (Nwambuko *et al.*, 2026; Egwogh *et al.*, 2023). High-quality service delivery involves providing appropriate services with minimal errors, unnecessary delays and inconsistencies (Huky *et al.*, 2026; Idiarti, 2026). It also requires employees to communicate clearly, respond to requests appropriately and maintain dependable standards in their interactions with clients and other stakeholders (Eneanya, 2018). In public organisations, quality of service delivery is particularly important because employees serve as the direct link between government institutions and citizens (Magbadelo, 2020). It can therefore be assessed through the accuracy, timeliness, reliability, responsiveness and

consistency of services provided to the public (Nwambuko *et al.*, 2026; Egwoh *et al.*, 2023).

2.2 Theoretical Review

Social Exchange Theory

This study is premised on Social Exchange Theory (SET), originally formulated by Homans (1958) to explain how social relationships develop and are sustained through reciprocal exchanges between individuals and organisations. The theory proposes that individuals evaluate the benefits they receive from a relationship against the contributions they make and are likely to reciprocate favourable treatment with positive attitudes and behaviours (Gould-Williams & Davies, 2005). In the workplace, employees may perceive organisational support and favourable working conditions as valuable benefits that create an obligation to reciprocate through constructive work behaviour and effective performance (Ahmad *et al.*, 2023; Xu *et al.*, 2022).

The theory underpins this study because organisational wellness programmes represent organisational investments in employees' wellbeing. Physical wellness programmes can provide employees with healthier, safer and more supportive working conditions, while social wellness programmes can facilitate positive interpersonal relationships, cooperation and mutual support (Pepple *et al.*, 2024; Muthiani *et al.*, 2025). From the perspective of SET, employees who perceive these provisions as valuable organisational support may reciprocate through greater commitment to their responsibilities, cooperation with colleagues and more effective responses to service demands (Noble *et al.*, 2026). Such reciprocal behaviour may be reflected in quality of service delivery, particularly through accuracy, timeliness, responsiveness, reliability and consistency in providing services.

Thus, SET provides a theoretical explanation for why investment in employees' physical and social wellbeing may be associated with improved quality of service delivery. The theory suggests that when employees perceive that the organisation values and supports their wellbeing, they may respond positively through behaviours that contribute to effective service delivery. SET therefore provides a logical foundation for examining the effects of physical

wellness programmes and social wellness programmes on the quality of service delivery of employees in the Akwa Ibom State.

2.3 Empirical Review

Blue-Jack and Dappa (2026) investigated physical wellness and employee performance among healthcare workers in Rivers State, Nigeria. The study adopted a correlational research design and covered 560 healthcare workers from 10 selected healthcare organisations. A sample of 226 was determined using the Krejcie and Morgan approach, while 214 usable questionnaires were retrieved. Physical wellness was measured through physical health support and physical activity support, while employee performance was assessed through task and contextual performance. Pearson Product Moment Correlation was used for analysis. The findings showed that both physical health support and physical activity support had strong, positive and statistically significant relationships with task and contextual performance. The authors concluded that improved physical wellness enhanced employee performance and recommended stronger occupational health services and workplace physical activity programmes to support effective healthcare service delivery.

Muthiani *et al.* (2025) investigated social wellness programmes and operational staff performance in three-to-five-star hotels in Nairobi City County, Kenya. The study employed a mixed-methods approach involving 364 respondents, using structured questionnaires and interviews with head chefs and restaurant managers. The findings indicated that access to social wellness activities was associated with improvements in teamwork, morale and communication. The study further reported positive perceptions concerning stress reduction, emotional support and employees' ability to handle workplace challenges. Guided by Social Exchange Theory and the Job Demands-Resources Theory, the study concluded that social wellness programmes functioned as organisational resources that supported employee performance and recommended structured and consistently implemented social wellness programmes.

Kasingwira *et al.* (2025) examined employee welfare and service delivery in local governments in Uganda. The study used a cross-sectional design and combined qualitative and quantitative approaches. The findings showed a significant positive association between social welfare and service delivery. In the multiple regression analysis, social welfare had a positive significant effect on service delivery. The authors concluded that social welfare was an important predictor of service delivery in Masaka City Council.

Emmanuel (2024) examined employee wellness programmes and mental health outcomes among academic staff of public universities in Rivers State, Nigeria. The study adopted a cross-sectional survey design and covered a population of 3,440 academic staff, from which a sample of 346 was determined using the Krejcie and Morgan table. Data were collected through a structured questionnaire, validated using face and content validity, and analysed using Spearman's rank correlation coefficient. Employee wellness programmes comprised career wellness programmes and social wellness programmes, while mental health outcomes comprised emotional and physical well-being. The findings revealed significant positive relationships between career wellness programmes and both emotional and physical well-being, as well as between social wellness programmes and both emotional and physical well-being. The study concluded that employee wellness programmes have significant, strong and positive relationships with mental health outcomes. It recommended that public universities provide career development and work-life balance support, promote health screening and physical fitness activities, and establish social wellness initiatives such as team-building, peer-support and recreational programmes.

Karanja *et al.* (2024) examined the influence of occupational wellness programmes on service delivery in faith-based hospitals in Nairobi Metropolitan Area, Kenya. The study adopted descriptive survey and correlational designs, with a target population of 1,154 Human Resource Officers and medical staff. A sample of 297 respondents was selected using stratified random sampling, and data were collected through semi-structured questionnaires. Of the 297 questionnaires distributed, 244 were returned, representing an 82% response

rate. Data were analysed using SPSS version 23 through descriptive statistics, correlation and regression analyses, with diagnostic tests also conducted. The findings showed that occupational wellness programmes had a significant positive effect on service delivery. The study therefore rejected the null hypothesis and concluded that occupational wellness programmes significantly influenced service delivery.

Pepple *et al.* (2024) examined the effectiveness of workplace wellness programmes for foreign employees at Access Bank Plc, Lagos. The study adopted an interpretivist and inductive approach using an exploratory case study design. Data were collected through interviews with eight participants comprising four foreign employees and four managers and analysed using Braun and Clarke's reflexive thematic analysis. The findings showed that workplace wellness programmes supported holistic wellness, cultural integration, tailored support, job satisfaction and productivity. The programmes also improved employees' health, fostered a sense of community and supported adjustment to the Nigerian work environment. The authors recommended holistic and culturally sensitive wellness programmes, dedicated wellness portals and regular feedback sessions to improve programme effectiveness.

3. Methodology

3.1 Research Design

The study adopted a cross-sectional survey research design. The design involves collecting data from respondents at a single point in time to obtain information about their perceptions, experiences and opinions regarding the variables under investigation. It was considered appropriate because the study sought to obtain primary data from employees of selected ministries and establishments in the Akwa Ibom State Civil Service and use their responses to examine the effects of organisational wellness programmes on the quality of service delivery. The design also enabled the researcher to collect data from a defined sample without manipulating the study variables.

3.2 Data and Sources

The study relied on primary data. The data were obtained directly from employees of the selected ministries and establishments in the Akwa Ibom State Civil Service through the administration of structured questionnaire. Primary data were considered appropriate because they enabled the researcher to obtain direct responses from the respondents regarding organisational wellness programmes and quality of service delivery. The questionnaire consisted of two sections. Section A contained items relating to the demographic characteristics of the respondents, while Section B contained statements measuring the variables of the study. Section B comprised items measuring physical wellness programmes, social wellness programmes and quality of service delivery.

The items were measured using a five-point Likert scale consisting of Strongly Agree (SA) = 5, Agree (A) = 4, Undecided (U) = 3, Disagree (D) = 2, and Strongly Disagree (SD) = 1. The scale enabled respondents to indicate the degree to which they agreed or disagreed with each statement relating to the study variables. The reliability of the research instrument was established using Cronbach's alpha coefficient. Cronbach's alpha was considered appropriate for determining the internal consistency of the questionnaire items measuring physical wellness programmes, social wellness programmes and quality of service delivery. A coefficient of 0.70 or above was considered acceptable, in line with Nunnally (1978). The reliability coefficients obtained for the respective constructs are presented in Table 1.

Table 1: The reliability Results of the Research Instrument

Construct	Number of Items	Cronbach's Alpha
Physical Wellness Programmes	3	0.864
Social Wellness Programmes	3	0.860
Quality of Service Delivery	3	0.783
Overall	9	0.836

Source: Researcher's Computation, 2026.

The Cronbach's alpha coefficients ranged from 0.783 to 0.864, exceeding the recommended minimum of 0.70. This indicates that the questionnaire items demonstrated satisfactory internal consistency and were considered reliable for measuring the constructs examined in the study. The validity of the research instrument was established through face and content validity. The questionnaire was presented to the research experts in the field of business management for critical examination. Their assessment focused on the relevance, clarity, adequacy and appropriateness of the questionnaire items in measuring physical wellness programmes, social wellness programmes and quality of service delivery. Their observations and recommendations were incorporated into the final version of the instrument. The process helped to ensure that the instrument adequately covered the constructs and objectives of the study.

3.3 Population and Sample Size

The population of the study comprised employees drawn from 27 ministries, agencies, establishments and commissions within the Akwa Ibom State Civil

Service. However, five ministries and establishments were selected for the study based on their relevance to public administration, governance and the implementation of policies and programmes affecting civil servants. These were the Office of the Head of Service, Civil Service Commission, Ministry of Labour and Manpower Planning, Ministry of Youth and Sports, and Ministry of Finance. The selected establishments had a combined staff population of 802 employees. Specifically, the Office of the Head of Service had 88 employees, the Civil Service Commission had 137 employees, the Ministry of Labour and Manpower Planning had 25 employees, the Ministry of Youth and Sports had 134 employees, while the Ministry of Finance had 418 employees. These establishments provided an appropriate setting for examining organisational wellness programmes and quality of service delivery because their employees are directly involved in administrative activities and the provision of government services.

The sample size for the study was 278 respondents. This was determined using the sample size table

developed by Krejcie and Morgan (1970). The table provides appropriate sample sizes for different finite population sizes at an acceptable level of sampling precision. Given the study population of 802 employees, a sample size of 278 respondents was considered appropriate for the study. Since the study population was distributed across five different ministries and establishments, proportional allocation was applied to ensure that each selected establishment was represented according to its proportion of the total population. The proportional allocation formula proposed by Bowley (1964) was applied as follows:

$$n_i = \frac{N_i \times n}{N}$$

Type equation here. Where:

n_i = number of respondents allocated to each establishment;

N_i = population of each establishment;

N = total population of the selected establishments; and
 n = total sample size.

The application of the formula resulted in the proportional distribution of the 278 respondents across the five selected establishments as presented below:

Table 2: Population Distribution and Proportional Allocation of Sample

Establishment/Ministry	Staff Population	Proportional Allocation Sample Size
Office of the Head of Service	88	31
Civil Service Commission	137	47
Ministry of Labour and Manpower Planning	25	9
Ministry of Youth and Sports	134	46
Ministry of Finance	418	145
Total	802	278

Source: Researcher's Computation, 2026.

The study employed a multistage sampling procedure. First, five ministries and establishments were selected from the 27 ministries, agencies, establishments and commissions in the Akwa Ibom State Civil Service using simple random sampling. The selection was conducted through the hat-and-draw method, whereby the names of the eligible ministries and establishments were written on separate pieces of paper, placed in a container and randomly drawn to determine the establishments included in the study. Following the selection of the five establishments, the total sample of 278 respondents was proportionately allocated among them based on their respective staff populations. Thereafter, simple random sampling was used to select respondents from each establishment. This procedure gave eligible employees an equal opportunity of being selected and helped to minimise selection bias while ensuring that the sample adequately represented the population of the selected establishments.

3.4 Model Specification

The study specified simple linear regression models in line with the objectives of the study:

Model One: Effect of Physical Wellness Programmes on Quality of Service Delivery

$$QSD = \beta_0 + \beta_1 PWP + \varepsilon \text{-----(1)}$$

Model Two: Effect of Social Wellness Programmes on Quality of Service Delivery

$$QSD = \beta_0 + \beta_1 SWP + \varepsilon \text{-----(2)}$$

Where:

QSD = Quality of Service Delivery

PWP = Physical Wellness Programmes

SWP = Social Wellness Programmes

α_1, α_2 = constant terms

β_1, β_2 = regression coefficients

$\varepsilon_1, \varepsilon_2$ = error terms

The models were used to determine the extent to which physical wellness programmes and social wellness programmes independently explained variations in the quality of service delivery of employees in the Akwa Ibom State Civil Service. The coefficients of the independent variables provided the basis for testing the two null hypotheses of the study.

3.5 Method of Data Analysis

Data obtained in the study were presented using tables and simple percentages. In testing the hypotheses of

the study, simple regression analysis was employed. The technique was used to examine the effect of each independent variable, namely Physical Wellness Programmes and Social Wellness Programmes, on the dependent variable, Quality of Service Delivery. The analysis was conducted at a 0.05 level of significance.

4. Results and Discussion

4.1 Data Presentation

Table 3: Analysis of Questionnaire Administration and Response

Establishment/Ministry	Number of Questionnaire Administered	Number of the Questionnaire returned	Percentage of Returned Questionnaire (%)
Office of the Head of Service	31	24	10.62
Civil Service Commission	47	35	15.49
Ministry of Labour and Manpower Planning	9	6	2.65
Ministry of Youth and Sports	46	36	15.93
Ministry of Finance	145	125	55.31
Total	278	226	100.00

Source: Researcher's Computation (2026)

Table 3 presents the distribution and return of questionnaires administered to employees in the selected establishments and ministries. A total of 278 copies of the questionnaire were administered, out of which 226 copies were returned, representing a response rate of 81.29%. The returned questionnaires constituted the basis for the analysis of the study

The data collected were presented in tables to enhance efficient and effective evaluation of respondents' responses as regards to the influence of physical wellness programmes, social wellness programmes and intellectual wellness programmes on quality of service delivery and rate of task completion by employees of Akwa Ibom State Civil Service.

4.2 Data Analysis

4.2.1 Analysis of Research Questions

Research Question 1: What is the effect of physical wellness programmes on the quality of service delivery of employees of the Akwa Ibom State Civil Service?

Table 4: Physical Wellness Programmes and Quality of Service Delivery by Employees of Akwa Ibom State Civil Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	18	8.0	8.4	8.4
	D	56	24.8	26.2	34.6
	A	88	38.9	41.1	75.7
	SA	52	23.0	24.3	100.0
	Total	214	94.7	100.0	
Missing	System	12	5.3		
Total		226	100.0		

Source: Researcher's Computation (2026)

Table 4 shows that 52 respondents, representing 24.3% of the valid responses, strongly agreed that physical wellness programmes influence the quality of service delivery of employees of the Akwa Ibom State Civil

Service, while 88 respondents, representing 41.1%, agreed. In contrast, 56 respondents, representing 26.2%, disagreed, while 18 respondents, representing 8.4%, strongly disagreed. Thus, 64.4% of the valid

respondents agreed or strongly agreed, compared with 34.6% who disagreed or strongly disagreed. This indicates that a greater proportion of the respondents perceived physical wellness programmes as having an effect on the quality of service delivery

Research Question 2: What is the effect of social wellness programmes on the quality of service delivery of employees of the Akwa Ibom State Civil Service?

Table 5: Social Wellness Programme and Quality of Service Delivery by Employees of Akwa Ibom State Civil Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	17	7.5	7.9	7.9
	D	51	22.6	23.9	31.8
	A	89	39.4	41.6	73.4
	SA	57	25.2	26.6	100.0
	Total	214	94.7	100.0	
Missing	System	12	5.3		
Total		226	100.0		

Source: Researcher's Computation (2026)

Table 5 shows the responses on the effect of social wellness programmes on the quality of service delivery of employees of the Akwa Ibom State Civil Service. The results indicate that 57 respondents, representing 26.6% of the valid responses, strongly agreed that social wellness programmes affect the quality of service delivery, while 89 respondents, representing 41.6%, agreed. In contrast, 51 respondents, representing 23.9%, disagreed, while 17 respondents, representing 7.9%, strongly disagreed. Thus, 68.2% of the valid respondents agreed or

strongly agreed, compared with 31.8% who disagreed or strongly disagreed. This indicates that a greater proportion of the respondents perceived social wellness programmes as having an effect on the quality of service delivery

4.2.2 Test of Hypotheses

Hypothesis 1

Ho₁: Physical wellness programmes had no significant effect on the quality of service delivery of employees of the Akwa Ibom State Civil Service.

Table 6: Model Summary

Table 1. Model Summary						
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate		
1	.944 ^a	.892	.891	.27996		
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	82.108	1	82.108	1047.638	.000 ^b
	Residual	9.954	212	.078		
	Total	92.062	213			
Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	.024	.093		.260	.795
	Physical Wellness	.986	.030	.944	32.367	.000

Source: Researcher's Computation (2026)

Table 6 presents the simple linear regression analysis of the effect of physical wellness programmes on the

quality of service delivery of employees of the Akwa Ibom State Civil Service. The result shows an R² value

of .892, indicating that physical wellness programmes explained 89.2% of the variance in quality of service delivery, while the remaining 10.8% was attributable to other factors not included in the model. The standardized beta coefficient of .944 indicates a strong positive effect of physical wellness programmes on quality of service delivery. The unstandardized coefficient of .986 indicates that a one-unit increase in physical wellness programmes was associated with a 0.986-unit increase in quality of service delivery. The ANOVA result produced an F-value of 1047.638 with a significance value of .000, which is less than the 0.05 level of significance. This indicates that the regression model was statistically significant. Furthermore, the coefficient of physical wellness programmes was

statistically significant ($\beta = .944$, $t = 32.367$, $p < .001$). Therefore, the null hypothesis, which stated that physical wellness programmes had no significant effect on the quality of service delivery of employees of the Akwa Ibom State Civil Service, was rejected. The study therefore concluded that physical wellness programmes had a significant positive effect on the quality of service delivery of employees of the Akwa Ibom State Civil Service.

Hypothesis 2

Ho₂: Social wellness programmes had no significant effect on the quality of service delivery of employees of the Akwa Ibom State Civil Service.

Table 7 Model Summary

		Adjusted		R Std. Error of the		
Model	R	R Square	Square	Estimate		
1	.881 ^a	.776	.774	.40300		
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	71.436	1	71.436	439.862	.000 ^b
	Residual	20.626	212	.162		
	Total	92.062	213			
Coefficients ^a						
		Unstandardized Coefficients		Standardized		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	.338	.128		2.642	.009
	SociaWellnessIProgram	.879	.042	.881	20.973	.000

Source: Researcher's Computation (2026)

Table 7 presents the simple linear regression analysis of the effect of social wellness programmes on the quality of service delivery of employees of the Akwa Ibom State Civil Service. The result shows an R² value of .776, indicating that social wellness programmes explained 77.6% of the variance in quality of service delivery, while the remaining 22.4% was attributable to other factors not included in the model. The standardized beta coefficient of .881 indicates a strong positive effect of social wellness programmes on quality of service delivery. The unstandardized coefficient of .879 indicates that a one-unit increase in social wellness programmes was associated with a 0.879-unit increase in quality of service delivery. The ANOVA result produced an F-value of 439.862 with a significance value of .000, which is less than the 0.05

level of significance. This indicates that the regression model was statistically significant. The coefficient of social wellness programmes was also statistically significant ($\beta = .881$, $t = 20.973$, $p < .001$). Therefore, the null hypothesis, which stated that social wellness programmes had no significant effect on the quality of service delivery of employees of the Akwa Ibom State Civil Service, was rejected. The study therefore concluded that social wellness programmes had a significant positive effect on the quality of service delivery of employees of the Akwa Ibom State Civil Service.

4.3 Discussion of Findings

The finding of hypothesis one revealed that physical wellness programmes had a significant positive effect

on the quality of service delivery of employees of the Akwa Ibom State Civil Service. This implies that organisational provisions that support employees' physical health and wellbeing may enhance their ability to perform their duties effectively and deliver quality services. This finding is consistent with Karanja *et al.* (2024), who found that occupational wellness programmes had a significant positive effect on service delivery among employees of faith-based hospitals in Nairobi Metropolitan Area, Kenya. The finding also agrees with Blue-Jack and Dappa (2026), who reported strong positive and statistically significant relationships between physical health support, physical activity support and employee performance among healthcare workers in Rivers State, Nigeria. Similarly, Emmanuel (2024) found a significant positive relationship between employee wellness programmes and mental health outcomes among academic staff of public universities in Rivers State, with physical and social wellness included among the wellness dimensions examined. The consistency of these findings suggests that attention to employees' physical wellbeing can contribute to improved work outcomes and service delivery.

The findings of hypothesis two indicate that social wellness programmes had a significant positive effect on the quality of service delivery of employees of the Akwa Ibom State Civil Service. This finding suggests that workplace initiatives that promote positive interpersonal relationships, cooperation and social support may enhance employees' capacity to respond effectively to service demands. The result is supported by Muthiani *et al.* (2025), who reported that social wellness programmes were associated with improved teamwork, morale and communication among operational staff in three-to-five-star hotels in Nairobi City County, Kenya. A related finding was reported by Kasingwira *et al.* (2025), who established a significant positive effect of employee welfare on service delivery in local governments in Uganda. Evidence from Peple *et al.* (2024) further showed that workplace

wellness programmes supported employee productivity, fostered a sense of community and promoted positive adjustment among foreign employees at Access Bank Plc, Lagos. Collectively, these findings demonstrate the importance of supportive social conditions in promoting effective employee functioning and quality service delivery.

5. Conclusion and Recommendations

The study concludes that organisational wellness programmes have a significant positive effect on the performance of employees of the Akwa Ibom State Civil Service, operationalised as quality of service delivery. Specifically, physical wellness programmes and social wellness programmes significantly enhance the quality of service delivery. The findings indicate that attention to employees' physical wellbeing and social interactions can contribute to more effective employee performance and improved public service delivery. Thus, organisational wellness programmes constitute important workplace measures for supporting employee performance in the Akwa Ibom State Civil Service.

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

- i. The Akwa Ibom State Civil Service should strengthen physical wellness programmes by providing regular health checks, safe and comfortable working conditions, appropriate ergonomic facilities and opportunities for physical activities to support employees' wellbeing and improve quality of service delivery.
- ii. The Akwa Ibom State Civil Service should promote social wellness programmes through team-building activities, staff support initiatives, collaborative engagements and effective interpersonal communication to foster positive workplace relationships and enhance the quality of service delivery.

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