



## **Employees' Well-Being and Organisational Performance of Delta State Civil Servants.**

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### **ABSTRACT**

This study examined employee well-being and organisational performance of Delta State Civil Servants. The researcher determined the impact of financial well-being, physical well-being and emotional well-being on organizational performance. Descriptive survey was employed with sample size of 380 and questionnaire was used as instrument for data collection. The data collected was analyzed using descriptive and inferential statistics. Research questions were answered using simple percentage, frequency tables and mean. While the hypotheses were tested using multiple regressions via SPSS version 25 at a significant level of 0.05. The findings showed that, there is a significant impact of employee financial well-being on organisational performance (0.022); there is a significant impact of employee physical well-being on organisational performance (0.000) and there is a significant impact of employee emotional well-being on organisational performance (0.001). It was concluded that Employee well-being is workplace well-being, which refers to all the aspects of working life: quality and physical environment, workers' feelings about their work, the nature of the work environment, and work organisation. Employee well-being eliminate financial stress and severe anxiety, aid commitment and productivity, eradicate absenteeism and lateness; easily recruitment, makes happier and more energetic workforce; better employee retention rates; lower medical and health costs; and lowers risk of disease, sickness, and injury, better work-life balance, and overall psychological welfare; and increases value and positive experiences. It was recommended among others that stakeholders should sustain and adopt financial, physical and emotional well-being to increase employee commitment and organisational productivity.

***Keywords: Employee Well-being, Organizational Performance***

### **1. Introduction**

Employee well-being is a multidimensional concept that encompasses the mental, physical, emotional, and economic health of workers, shaped by workplace culture, resources, and organizational decisions (Bharti, 2020). Organisations increasingly enhance employee well-being by providing benefits such as flexible work schedules, health insurance plans, fitness initiatives, counselling services, and work-life balance measures (Ben-Nasr & Ghouma, 2018; Marinaki, 2024). Scholars highlight that well-being covers critical aspects of employees' lives, including financial, physical, emotional, career, and social dimensions (Cassandra, 2024; Corporate Wellness Magazine, 2024). In line with this, the International Labour Organization (2022), Zendesk (2024), and Wren (2024) emphasize that workplace well-being integrates the physical environment, workers' satisfaction, job security, and stress levels, making it essential for employee productivity, retention, and engagement. Consequently, organisations that prioritize positive workplace culture, motivation, and supportive policies are better positioned to achieve higher performance outcomes.

The significance of employee well-being extends to organisational performance, which is typically assessed through financial and non-financial indicators such as efficiency, effectiveness, customer satisfaction, and profitability (Sandhya, 2016; Anitha, 2014; Adekoya, Jimoh, Okorie & Olajide, 2019). Research suggests that employees who enjoy good physical health, emotional balance, and financial stability are more engaged, innovative, and responsive to organisational changes, thereby boosting productivity and competitiveness (Corporate Wellness Magazine, 2024; Sofian, 2016). Wren (2024) identifies employee retention, motivation, improved customer experience, and stronger brand reputation as benefits of investing in employee well-being. Furthermore, studies show that employees who experience holistic well-being are more likely to demonstrate commitment and high performance, strengthening both individual and organisational outcomes (Adekoya et al., 2019; Ilo, 2022; Eromafuru & Ohwojoro, 2023).

Despite its benefits, employee well-being remains under-addressed in many workplaces, particularly in the public sector, where issues such as financial hardship, workplace stress, stigmatization of mental health, and lack of adequate support undermine employee productivity and organisational growth. Poor working conditions, excessive pressure, and limited well-being programs often lead to stress, anxiety, depression, and declining performance (Adekoya et al., 2019; Ilo, 2022). These challenges negatively affect both employees' physical and mental health, slowing down organisational success in the long run. To mitigate such risks, organisations must develop comprehensive well-being programs that address employees' financial, emotional, and physical needs while fostering supportive workplace cultures. Such programs not only safeguard employees' health but also enhance retention,

efficiency, and performance, which are vital for the survival and sustainability of organisations. Based on these issues, this study examined employee well-being and organisational performance of Delta State Civil Servants.

### 1.1 Objectives

The general objective of this study is, “employee well-being and organisational performance of Delta State Civil Servants”.

Specifically, the study determines the impact of;

1. Employee Financial Well-Being On Organisational Performance;
2. Employee Physical Well-Being On Organisational Performance; And
3. Employee Emotional Well-Being On Organisational performance

### 1.2 Questions

1. What are the impacts of employee financial well-being on organisational performance?
2. What are the impacts of employee physical well-being on organisational performance?
3. What are the impact of employee emotional well-being on organisational performance?

### 1.3 Research Hypotheses

**H<sub>01</sub>:**There is no significant impact of employee financial well-being on organisational performance.

**H<sub>02</sub>:**There is no significant impact of employee physical well-being on organisational performance.

**H<sub>03</sub>:**There is no significant impact of employee emotional well-being on organisational performance.

## 2. LITERATURE REVIEW

### 2.1 Conceptualization

#### 2.1.1 Employee Well-Being

Employee well-being is a multidimensional concept that reflects employees’ physical, emotional, mental, and financial health, shaped by workplace culture, safety, environment, and organisational practices (Gauche, De-Beer & Brink, 2017; Chengezai, 2016; Luu, 2020). It goes beyond physical health to include relationships, stress levels, motivation, and financial stability, all of which influence performance and productivity. Scholars argue that when organisations neglect employee well-being, issues such as stress, anxiety, depression, and burnout emerge, undermining efficiency and retention (Kowalski & Loretto, 2017; Bharti, 2020). Conversely, well-being initiatives such as counselling, stress management workshops, financial literacy training, and healthy lifestyle programs create engaged, satisfied, and high-performing employees (Liao, Hu, Chung & Chen, 2017; Bainbridge & Broady, 2017). Beyond productivity, well-being enhances morale, talent retention, and customer relations, positioning employees as ambassadors of the organisation’s values (Gauche et al., 2017). While leadership style, workload, task clarity, and external personal factors remain common stressors (Malinen, Hatton, Naswall & Kuntz, 2018; Adekoya et al., 2019), proactive organisations view employees as valuable assets and implement structured well-being programs to safeguard their holistic health. Well-being spans financial, physical, emotional, career, and social domains (Cassandra, 2024; Corporate Wellness Magazine, 2024; Zendesk, 2024; Wren, 2024), but this study specifically focuses on financial, physical, and emotional well-being in relation to organisational performance, thereby addressing a research gap in the public sector of Delta State..

#### 2.1.2 Employee Financial Well-being

Employee financial wellness is the confidence and empowerment that employees feel when they know they can pay their bills, finance unexpected costs, and look forward to a healthy financial future (Qualtrics, 2024). Financial well fit employees worry less, know how to deal with worries and stress. They receive fair salaries, make sound financial decisions, manage any debt and savings, and less/no financial stress. Employees who have financial wellness do not bring money stress and worries into work: they can concentrate fully on their jobs instead.

Lack of finances is miserable for employees; it negatively affects both personal and professional lives. For organisations, this matters because poor financial wellness results to absenteeism and lateness, presenteeism, drop in productivity, higher turnover, harder recruitment and hiring and more expensive healthcare costs (Sutton & Atkinson, 2023). When employees lack financial resources, anxiety and fear can affect their outlook. It is important that employees earn enough to be financially stable and capable. Qualtrics (2024) postulates that, “financial dissatisfaction can also arise when there is inequity in a workplace’s compensation practices”. This highlights the importance of equal pay and promotion practices. Sutton and Atkinson (2023)

opine that, “financial well-being offer financial planning benefits which can eliminate financial stress and eliminate severe anxiety; offer peace-of-mind benefits; and provide fringe lifestyle benefits for necessities”.

### ***2.1.3 Employee Physical Well-being***

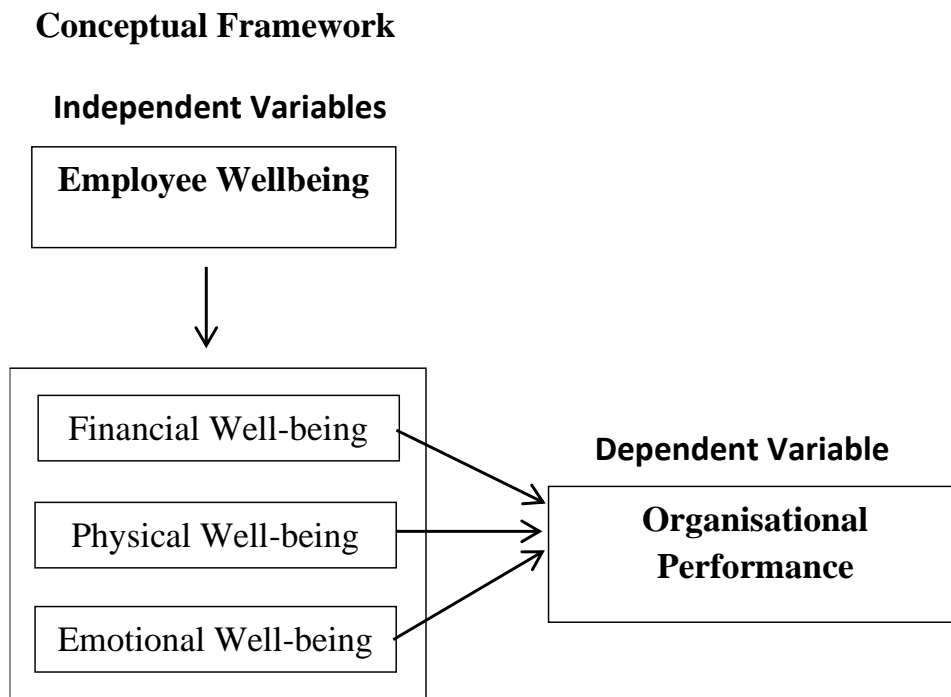
Employee physical wellbeing refers to the state of employee’s physical health. It includes aspects such as diet, exercise habits, sleep patterns, and overall level of fitness. Physical wellbeing maintains good health and preventing chronic diseases. Organisations can promote physical wellbeing by providing healthy snacks in the office, organizing fitness challenges or classes, offering ergonomic workstations, and encouraging employees to take regular breaks to stretch or walk around. Marcus (2022) advocates that, “physical wellbeing is about caring for, respecting, and advocating for employee body”. Elorza, Garmendia, Kilroy, de-Voorde and Van-Beurden (2022) is of the view that, physical well-being involves focusing on habits that promote physical health, like sleep, exercise, nutrition, sexual health, and making safe decisions about substances. It knows how to navigate healthcare and understanding what employee’s body needs, not only when sick, but also to prevent illness and injury. Employees “annual checkup, eating nutritious meals or sleeping hours a night, are ways to boost physical wellness”. There are many ways companies can influence the physical well-being of their employees. Ashley (2024) enlisted the following as “impactful areas where companies can step up and be positive influence on employee health, encourage healthy eating environment, offer physical wellness programmes and bonuses, offer mental, wellness education and programmes”. Employer that supports employee’s physical health will not only have happier and energetic employees, but better retention rates, lower medical costs and decrease health costs. Employer helps employees with physical health using different ways which does not have to be extravagant (Ashley, 2024).

### ***2.1.4 Employee Emotional Well-being***

Emotional well-being is the feelings and experiences that build and sustain positive mental energy. Marcus (2024) reports that, “when employees have good mental and emotional support, they are more likely to have what psychologists call positive attribution or optimistic attribution style”. Positive attribute builds optimism, energy, hope, and confidence in people, which builds psychological capital. Positive mental energy influences individual’s outlook and perception. Employee, who experiences strong mental and emotional support, better manage workplace stress and anxiety. Altomonte, Allen, Bluysen, Brager, Hescong, Loder & Wargocki (2020) report that, “employee emotional well-being is the state of an employee's mental and emotional health in the workplace”. It includes factors like stress levels, job satisfaction, work-life balance, and overall psychological welfare. Emotional wellbeing trigger value, experience positive emotions, and effectively manage stress. HR and leadership teams can measure employee emotional well-being using tools like surveys, interviews, and assessments. Bellet, De-Neve, & Ward (2023) report some ways to improve emotional well-being as: getting enough sleep, exercising regularly, building a social support network, setting priorities, practicing relaxation techniques like yoga or tai chi, seeking help, being kind to oneself, replacing negative thoughts with positive ones, channeling energy in healthy ways and asking for support from loved ones. (Rasool, Wang, Tang, Saeed & Iqbal, 2021)

### ***2.1.5 Organisational Performance***

Organisational performance refers to the successful completion of tasks to pre-set standards while utilising resources efficiently and effectively, and it is commonly assessed through financial, operational, market-based, and survival measures (Vatan, Ardali & Shahin, 2022; Otoo, 2019). Scholars define it as the extent to which a firm achieves its goals, encompassing actual outputs against intended objectives (Sushil, 2018; Mohamud, Abdullahi & Bashir, 2019), as well as outcomes such as financial returns, market share, and shareholder value (Richard, Devinney, Yip & Johnson, 2017). Performance is thus a critical determinant of organisational success, influencing productivity, profitability, and employee morale, while enabling managers to identify areas needing improvement and align resources towards common goals (Otoo, 2019; Willy, 2018). Financial indicators like revenue, return on equity, liquidity, and profit margins remain vital benchmarks, though their interpretation must be contextualised within industry standards to avoid bias (Ekundayo, 2018). Beyond financials, organisational performance also relates to employee well-being, as productive organisations tend to foster happier employees through incentives and supportive policies. Measuring well-being through surveys, analytics, turnover analysis, and employee feedback further strengthens organisational outcomes, linking individual satisfaction with overall performance (Ekundayo, 2018).



*Fig. 1: Conceptual of Employee Well-being and Organisational Performance (Researcher's Conceptualization, 2025)*

## 2.2 Theoretical Review

### 2.2.1 Broaden-and-build theory

The theory proposed by Wright, Cropanzano and Bonett (2007) holds that job satisfaction measures “employee well-being and performance”. In this case, performance measured by productivity is moderated by the aspect of positive well-being. It implies that employees with higher levels of psychological well-being would have a stronger relationship with performance. The theory emphasises that when employees experience positive emotions, it expands their momentary thought action and becomes more innovative and creative, enabling them to come up with alternatives for solving a particular situation (Zhao, Li, Zheng and Zhang, 2022). According to the proposers, it implies that by the employers providing an environment that keeps employees in a positive mood, the employees are likely to express reduced stress and increased proactive approach to their work which directly “influences their productivity and enhances the organisation's performance” (Zhao et al., 2022). The theory is applicable and relates to the current study in that it addresses the need for employers to pay attention to the employee's well-being and have in place programs, plans and policies that promote positive mood and psychological mindset “among employees and enable them to become more creative and proactive in their work”. The result is increased productivity.

### 2.2.2 Self-determination theory

The self-determination theory relates the employee's well-being and performance with the degree to which job fulfills the basic psychological needs of an employee. The theory holds that fulfilling one's psychological needs triggers various motivations, which translate to increased commitment and enhanced individual productivity (Deci, Olafsen and Ryan, 2017). It states that human beings have three basic needs, which include the need for relatedness, the need for competence and the need for autonomy. The need for relatedness refers to the innate human need to experience a positive relationship with others. “Need for competence implies that humans want to successfully accomplish challenging tasks, while the need for autonomy refers to the desire for freedom of choice” (Heery and Noon, 2017). Therefore, “the extent to which a given action positively influences these needs is likely to result in the individual's corresponding intrinsic and extrinsic motivation”. Regarding intrinsic motivation, the employees consider the work satisfying, enjoyable and interesting and thus strive to perform these tasks to their best. Rigby and Ryan (2018) posit that, “workers with intrinsic motivation positively engage in their tasks for their own sake as it yields satisfaction”. The sustenance of the behaviour depends on the ability of the employees to continue enjoying the satisfaction they derive from these needs being met. Extrinsic motivation comes from activities with instrumental value, such as promotion incentives, monetary rewards and social prestige. In such a case, the activities may “not contribute to employee satisfaction”. However, they have greater benefits which make the employees attracted to perform the tasks and be more productive to realise these benefits. Without the benefits, the employees would invest little effort as possible in the tasks. The theory is appropriate and applicable in this study in that it explains the intrinsic and extrinsic motivation that “influences the well-being of employees and thus consequently influences the productivity and overall performance of the organisation”. The theory provides insights that organisations must understand factors that promote intrinsic and extrinsic motivation in the employees by raising their well-being and investing in policies and programs that embrace the strategies

This study is anchored on Broaden-and-build and Self-determination theories. The justification for using these theories is that, “Broaden-and-build theory” says that job satisfaction measures employee well-being and performance. This implies that employees with higher levels of financial, physical and emotional well-being have “a stronger relationship with performance”. When employees experience positive emotions, it expands their momentary thought action and becomes more innovative, and increase performance. Self-determination theory holds that fulfilling one's psychological needs triggers various motivations, which translate to increased commitment and enhanced individual productivity. This implies that Self-determination theory relates employee's well-being and performance with the degree to which job fulfills the financial well-being, physical well-being and emotional well-being of an employee.

### 2.3 Empirical Review

Studies have consistently examined the link between employee well-being and organisational performance across contexts. Peccei and De-Voorde (2019) reviewed 46 HRM–well-being–performance studies and found that most supported the mutual gains perspective, where HRM practices improve both well-being and performance. Similarly, Uribe-Exbarria, Garmendia and Elorza (2021) explored participation practices in 278 Basque companies with 1,503 employees, finding that participation enhanced well-being but showed mixed effects on productivity and no significant effect of financial participation on performance. Haricharan (2023), in a qualitative study of South African public service employees, highlighted themes such as exclusion, leadership behaviours, and bureaucratic cultures as critical factors shaping the complex relationship between well-being and performance.

Other scholars have focused on organisational systems and justice. Elorza et al. (2022), using data from over 20,000 employees in Spain, revealed that High Involvement Work Systems (HIWS) were positively associated with well-being and financial performance, though employee perceptions mediated these effects. Huong et al. (2016) studied 121 Australian tourism workers and found that organisational justice significantly predicted well-being, particularly informational justice. Sutton and Atkinson (2023), analysing UK data, showed that HR practices influenced performance both directly and indirectly through employee well-being, with pay and performance management sometimes having negative effects. Together, these findings suggest that while well-being initiatives and HR systems can boost organisational outcomes, their impact depends on how they are designed and perceived by employees.

Evidence from Nigeria and beyond further reinforces these insights. Adekoya et al. (2019) found that engagement and well-being significantly improved organisational efficiency, recommending strategies like empowerment, communication, and recognition. Malinen et al. (2018), studying organisations in post-earthquake New Zealand, showed that resilience-building strategies such as autonomy and process flexibility strengthened both well-being and performance. Similarly, Gauche et al. (2017) revealed that at-risk employees in South Africa identified both job and personal resources as critical to sustaining well-being and preventing burnout. Collectively, these studies underscore that employee well-being—whether enhanced through engagement, resilience, or supportive resources—is not only vital for individual health but also a driver of organisational effectiveness and long-term sustainability.

### 2.4 Gap in Literature

The various scholars from the empirical review discussed employee well-being. But none have discussed the subject matter using Delta State Civil Servants as a case study. Here lies a knowledge gap. More also, the study used variables like financial well-being, physical well-being and emotional well-being to determine the effect of employee well-being on organisational performance.

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## 3. METHODOLOGY

Survey design was adopted to investigate “employee well-being and organisational performance”; because it is the best in eliciting information from respondents on the subject matter. The population is 39,648 civil servants under the payroll of the Delta State Government (Nwafili, 2024)) which cut across the three senatorial districts in Delta State. The sample used in this seminar work is 380 Delta State Civil Servants. This sample size was determined using “Krejcie and Morgan Table” for sample size calculation from the population of 39,648. Krejcie and Morgan Table is used when a researcher do not have access to the entire tactical population of interest and need make decision based on representative sample. It is also used to determine the sample size of small and large population (Syed, 2021). This study adopted purposive, simple random and convenient techniques. Firstly, the three senatorial districts in Delta State were purposively picked, namely Delta Central, Delta North and Delta South.

Secondly, the researcher used simple random sampling technique to select one (1) local government area from each of the three senatorial districts in Delta State. The names of all the local government areas in each of the senatorial district were written in pieces of paper and put in three baskets labeled Delta Central, Delta North and Delta South according to their respective district. Thereafter, one (1) “local government areas” was picked without replacement in each of the labeled baskets to make up a total of three local government areas. Thirdly, convenient sampling technique was used to distribute the sample size of 380 across the three selected local government areas. Finally, the questionnaire was distributed to the respondents at each of the selected Local government council on availability basis at the time of visitation for questionnaire distribution. That is, they were used as they were met on duty.

**Table 1: Sample size**

S/N	Names of LG Council	LGA	Senatorial District	Sample Size
1.	Ughelli North		Central	122
2.	Oshimili South		North	126
3.	Warri South		South	132
<b>Total</b>				<b>380</b>

**Source:** Researcher's Field Survey (2025)

Questionnaire was used as “instrument for data collection”. The questionnaire was developed using 5-point scale, designed in two sections; A and B and constructed based on the modified Likert 5-point scale of Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), Strongly Disagree (SD). The instrument was face validated by the researcher's supervisors in respect to relevance of items, un-ambiguity of statements/questions, clarity of language and adequacy of the items. The supervisors examined the instrument, made corrections which were effected in the final version of the instrument.

The reliability of the instrument was established by using the test and retest method. The questionnaire was administered to Ten (10) employees that were not part of the sample size used. After two weeks of administration, the same set of instrument was re-administered to the same respondents and the responses was analyzed using Cronbach Alpha in SPSS 25. The coefficient of reliability obtained for “Financial Well-being, Physical Well-being and Emotional Well-being” are: 0.88, 0.83, 0.77 and 0.93 respectively (Table 2). The value of each of the variables was greater than 0.7. This implies that the instrument is consistent and reliable.

**Table 2: Reliability Test Using Cronbach's Alpha**

Independent Variable			Dependent Variable
FW	PW	EW	OP
0.88	0.83	0.77	0.93

*Source: Researcher's Computation, 2025*

The researcher personally administered copies of the questionnaires to the respondents after due permission from the chairman of each local government council. This was done after explaining the purpose of the exercise to the respondents. The researcher distributed 380 copies but retrieved 372 copies of the questionnaire due to improper filling, which shows 98% retrieval rate. Collected data was summarized into frequency tables. “Descriptive and inferential statistics were employed. Simple percentage and mean was used to answer the research questions while multiple regressions were used to test the hypotheses in SPSS 25 at a significant level of 0.05.

$$OP = \beta_0 + \beta_1FW + \beta_2PW + \beta_3EW + e$$

OP = Organisational Performance is Dependent Variable

FW = Financial Well-being

PW = Physical Well-Being

EW = Emotional Well-being

$\beta_0$  = OP value when all the independent variables are equal to zero.

$\beta_1\beta_2\beta_3$  = the estimated regression coefficients

## 4.0 RESULT AND DISCUSSION

Research questions were answered using simple percentage, frequency tables and mean While the hypotheses were tested using multiple regressions via SPSS 25 at 0.05 significant level. 380 copies of the questionnaire were distributed but 372 were retrieved, which shows 98% retrieval rate.

### 4.1 “Demographic Characteristics of Respondents”

**Table 3: Sex Distribution**

Sex	Frequency	Percentage (%)
Male	172	46
Female	200	54
<b>Total</b>	<b>372</b>	<b>100</b>

Source: Researcher's Field Survey (2025).

Table 3 shows that 172(46%) respondents were male while 200 (54%) were female

**Table 4: Education Background**

Degree	Frequency	Percentage (%)
SSCE	63	17
NCE/ND	125	34
HND/B.Sc	149	40
MSC	30	8
Ph.D	5	1
<b>Total</b>	<b>372</b>	<b>100</b>

Source: Researcher's Field Survey (2025)

Table 4 shows that 63(17%) respondents were SSCE holders, 125(34%) were NCE/ND holders, 149(40%) were HND/B.Sc holders, 30(8%) were MSC Holders while 8(1%) were Ph.D holders.

### Answering of Research Questions

The responses of the respondents to the questionnaire in respect to the objectives are shown in the following tables. The percentage and mean responses to each items of the questionnaire is also stated and shown. A mean value of 3.00 and above is considered as "Agreed" while lesser than 3.00 is considered as "Disagreed".

#### Research Question 1

What are the impacts of employee financial well-being on organisational performance of Delta State Civil Servants?

**Table 5: Impacts of Employee Financial Well-Being on Organisational Performance**

S/N	STATEMENT	SA	A	U	D	SD	Mean	Std	Decision
1.	I can handle unexpected expenses	151 (69%)	83 (38%)	52 (24%)	74 (34%)	12 (5%)	3.77	50.84	Agreed
2.	I am securing my financial future	129 (59%)	96 (44%)	84 (38%)	31 (14%)	32 (919%)	3.70	42.49	Agreed
3.	I enjoy life because of the money I have	162 (74%)	43 (20%)	85 (39%)	72 (33%)	10 (5%)	3.74	56.84	Agreed
4.	My financial future is secured	140 (64%)	52 (24%)	75 (34%)	61 (28%)	44 (20%)	3.49	38.44	Agreed
5.	I have left over money at the end of each month after my expenses.	184 (84%)	45 (20%)	63 (29%)	50 (23%)	30 (14%)	3.81	62.40	Agreed
<b>Grand Mean</b>							<b>370</b>	<b>50.20</b>	<b>Agreed</b>

Source: Researcher's Computation, 2025

The means response to items 1 – 5 are: 3.77, 3.70, 3.74, 3.49 and 3.81 respectively and  $3.70 \pm 59.20$  (Table 5). Since the mean values are greater than 3.0 for an item to be accepted; the question is answered that financial well-being enable employees to handle unexpected expenses, secure financial future, enjoy life, and have left over money at the end of each month after my expenses.

### Research Question 2

What are the impacts of employee physical well-being on organisational performance of Delta State Civil Servants?

**Table 6: Impacts of Employee Physical Well-Being on Organisational Performance**

S/N	STATEMENT	SA	A	U	D	SD	Mean	Std	Decision
1.	I do not have physical health problem/strain.	173 (79%)	65 (30%)	30 (14%)	63 (29%)	41 (19%)	3.72	57.07	Agreed
2.	I hardly have health problem or go ill.	52 (24%)	184 (84%)	41 (19%)	63 (29%)	32 (15%)	3.43	62.36	Agreed
3.	My general health is good	96 (44%)	128 (58%)	63 (29%)	52 (24%)	33 (15%)	3.54	37.70	Agreed
4.	I am active with my day-to-day job activities.	176 (80%)	52 (24%)	60 (27%)	50 (23%)	34 (15%)	3.77	57.57	Agreed
5.	I am able to handle stressor of my life.	140 (64%)	128 (58%)	52 (24%)	30 (14%)	22 (10%)	3.90	55.67	Agreed
<b>Grand Mean</b>							<b>3.67</b>	<b>54.07</b>	<b>Agreed</b>

Source: Researcher's Computation, 2025

The means response to items 6 – 10 are: 3.72, 3.43, 3.54, 3.77 and 3.90 respectively and  $3.67 \pm 54.07$  (Table 6). Since the mean values are greater than 3.0 for an item to be accepted, the question is answered that, physical well-being eliminate health problem/strain, enable good health, active with job activities and enhance the ability to handle stressors.

### Research Question 3:

What are the impacts of employee emotional well-being on organisational performance of Delta State Civil Servants?

**Table 7: Impacts of Employee Emotional Well-Being on Organisational Performance**

S/N	STATEMENT	SA	A	U	D	SD	Mean	Std	Decision
1.	I actively contribute to the happiness and wellbeing of others.	96 (44%)	129 (59%)	63 (29%)	54 (25%)	30 (14%)	3.56	38.62	Agreed
2.	I am a competent person	95 (43%)	143 (65%)	52 (24%)	30 (14%)	52 (24%)	3.53	45.01	Agreed
3.	I am comfortable expressing love to someone else	120 (55%)	98 (45%)	50 (23%)	44 (20%)	60 (27%)	3.47	33.03	Agreed
4.	I take a problem-focused approach and look for social support when I find myself in stressful situations.	162 (74%)	72 (33%)	74 (34%)	34 (15%)	30 (14%)	3.81	53.11	Agreed
5.	I am confident in my ability to solve problems that I might face in life.	165 (75%)	62 (28%)	52 (24%)	52 (24%)	41 (14%)	3.69	51.19	Agreed
<b>Grand Mean</b>							<b>3.61</b>	<b>44.19</b>	<b>Agreed</b>



The means response of the respondents to items 11 – 15 are: 3.56, 3.53, 3.47, 3.81 and 3.69 respectively and  $3.61 \pm 44.19$  (Table 7). Since the mean value of all the items are greater than 3.0 for an item to be accepted, the question is answered that, emotional well-being contributes to the happiness and wellbeing of others, enhance competency, comfortably express love to others, enable employees to take a problem-focused approach and look for social support when faced with stressful situations, and enable confidence in self-ability to solve life problems.

#### Normality test

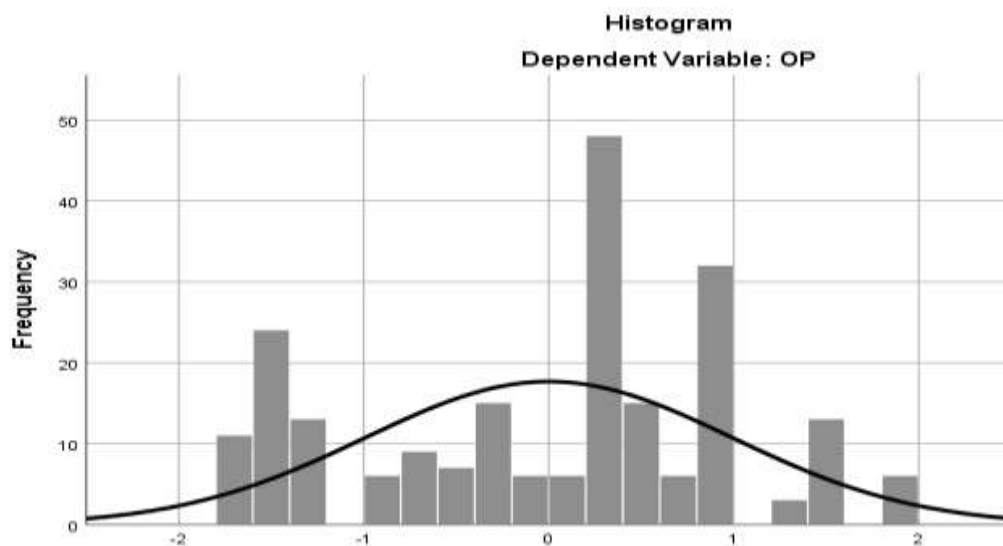


Fig. 2: Normal Distribution

The above chart has a bell shape which indicates that the data is normally distributed.

#### Test of Hypotheses

$$OP = \beta_0 + \beta_1FW + \beta_2PW + \beta_3EW + e$$

#### OUTPUT OF Multiple Regression Analysis in SPSS 25

Table 8: Model Summary

r	r <sup>2</sup>	Adjusted r <sup>2</sup>	Std. Error	Change Statistics					
				R Change	Square F Change	df1	df2	Sig. Change	F Durbin-Watson
0.942	0.888	0.886	0.10178	0.888	568.737	3	216	.000	.099

Source: SPSS 25 output, 2025

The r value (0.942) in the Table (Table 8) represents the “Pearson Correlation Coefficient”. It shows strong and positive correlation across the variables since the value of r (0.942) tends to 1.

The r<sup>2</sup> value of 0.886 (Table 8) shows the proportion of the variance in Organisational performance that can be explained by the independent variables (FW, PW and EW). This implies that 89% variation in Organisational Performance (OP) can be explained by Financial Well-being (FW), Physical Well-being (PW) and Emotional Well-being (EW).

Table 9: ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	17.676	3	5.892	568.737	0.000
Residual	2.238	216	0.010		
Total	19.913	219			

Source: SPSS 25 output, 2025

The Sig value (0.00) in Table 9 indicates that, independent variables (FW, PW and EW) combined have “a statistically significant association with the” dependent variable (OP).

**Table 10: Coefficients**

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Cor.			Coll.	
	B	Std. Error	Beta			Zero-order	Partial	Part	T.	VIF
(Constant)	1.522	.176		8.628	0.000					
FW	0.187	0.095	0-.215	-1.957	0.022	0.878	-.132	-.045	.043	2.308
PW	0.548	0.045	0.663	12.207	0.000	0.932	.639	.278	.176	5.672
EW	0.238	0.054	0.510	4.437	0.001	0.900	.289	.101	.039	2.389

Source: SPSS 25 output, 2025

**Hypothesis 1: There is no significant impact of employee financial well-being on organisational performance.**

Table 10 above indicated the Sig-value of “Employee Financial Well-being (FW)” as 0.022 and its coefficient as 0.187. Since the Sig-value (0.022) is lesser than 0.05, it implies that, “there is a significant impact of employee financial well-being on organisational performance”. Therefore, the null hypothesis which stated that “there was no significant impact of employee financial well-being on organisational performance of Delta State Civil Servants” is rejected. This implies that there is a significant impact of employee financial well-being on organisational performance of Delta State Civil Servants. For every additional effort of improving employee financial well-being, “organisational performance” is expected to increase by coefficient of 0.187 (Table 10) assuming other independent variables remain constant.

**Hypothesis 2: There is no significant impact of employee physical well-being on organisational performance.**

Table 10 above indicated the Sig-value of Employee Physical Well-being (PW) as 0.000 and its coefficient as 0.548. Since the Sig-value (0.000) is lesser than 0.05, it implies that, “there is a significant impact of employee physical well-being on organisational performance”. Therefore, the null hypothesis which stated that “there was no significant impact of employee physical well-being on organisational performance of Delta State Civil Servants” is rejected. This implies that there is a significant impact of employee physical well-being on organisational performance of Delta State Civil Servants. For every additional effort of improving employee financial well-being, “organisational performance” is expected to increase by coefficient of 0.548 (Table 10) assuming other independent variables remain constant.

**Hypothesis 3: There is no significant impact of employee emotional well-being on organisational performance.**

Table 10 above indicated the Sig-value of Employee Emotional Well-being as 0.001 and its coefficient as 0.238. Since the Sig-value (0.001) is lesser than 0.05, it implies that, “there is a significant impact of employee emotional well-being on organisational performance”. Therefore, the null hypothesis which stated that “there was no significant impact of employee emotional well-being on organisational performance of Delta State Civil Servants” is rejected. This implies that there is a significant impact of employee emotional well-being on organisational performance of Delta State Civil Servants. For every additional effort of improving employee financial well-being, “organisational performance” is expected to increase by coefficient of 0.238 (Table 10) assuming other independent variables remain constant.

## Findings

The analysis from the test of hypothesis 1 and the answer to research question 1 (Table 4) found that, there is a significant impact of employee financial well-being on organisational performance of Delta State Civil Servants. Financial well-being enable employees to handle unexpected expenses, secure financial future, enjoy life, and have left over money at the end of each month after my expenses. This finding is in agreement with the finding of Sutton and Atkinson (2023) who showed that financial wellness affects businesses in the following ways: Absenteeism and lateness, presenteeism, drop in productivity, higher turnover, harder recruitment and hiring and m6ore expensive healthcare costs

The analysis from the test of hypothesis 2 and the answer to research question 2 (Table 5) found that, there is a significant impact of employee physical well-being on organisational performance of Delta State Civil Servants. physical well-being eliminate health problem/strain, enable good health, active with job activities and enhance the ability to handle stressors. This finding agrees with Elorza et al (2022) and Marcus (2022) who found that physical wellbeing is about caring for, respecting, and advocating for employee body

The analysis from the test of hypothesis 3 and the answer to research question 3 (Table 6) revealed that, there is a significant impact of employee emotional well-being on organisational performance of Delta State Civil Servants. emotional well-being contributes to the happiness and wellbeing of others, enhance competency, comfortably express love to others, enable employees to take a problem-focused approach and look for social support when faced with stressful situations, and enable confidence in self-ability to solve life problems. This finding agrees also with the finding of Marcus (2022), who argued that when employees have good mental and emotional support, they are more likely to have what psychologists call “positive attribution” or

“optimistic attribution” style. Positive attribution can build optimism, energy, hope, and confidence in people, which builds what is known as psychological capital.

## Conclusion

Employee well-being is workplace well-being; it is all aspects of working life: quality and physical environment, workers' feelings about their work, the nature of the work environment, and work organisation. Thus, it is concluded that employee well-being has a significant impact on organisational performance. It eliminates stress and severe anxiety, aids commitment and productivity, eradicates absenteeism and lateness; easily recruitment, makes “happier and more energetic workforce”; better employee retention rates; lower medical and health costs; and lowers risk of disease, sickness, and injury, better work-life balance, and overall psychological welfare; and increases value and positive experiences.

## Recommendation

Based on the findings of this study, the following recommendations were made:

- i) Organisations and management should sustain and adopt financial well-being to eliminate stress and severe anxiety, increase commitment and productivity
- ii) Stakeholders should endeavour to employ and sustain employee physical well-being programme to make happy and more energetic workforce
- iii) Stakeholders should maintain the act of employees' emotional well-being to “lower risk of disease, sickness, and injury”.

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