

EMPLOYEE WELLBEING AND ORGANIZATIONAL PERFORMANCE OF OIL AND GAS COMPANIES IN RIVERS STATE

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Abstract

The study investigated the relationship between employee wellbeing and organizational performance of oil and gas companies in Rivers State. A number of four research objectives, four research questions and four hypotheses were formulated to guide the study. The study used correlational research designed. The population study comprised of 33,301 with sample size of 395 derived from Taro Yamane formula. The research used simple random sampling procedures. The researcher formulated an instrument such as: Employee Wellbeing Questionnaire (EWQ) and the Organizational Performance of Oil and Gas Companies Questionnaire (OPOGCQ). Three experts were used to validate the instrument, two members of the Department of Employment Relations and Human Resources Management and one member of the Department of Measurement and Evaluation in Ignatius Ajuru University of Education, Rumuolumeni, Rivers State to carry out face and contents validity. In order to establish the reliability of the instrument, the test-retest method was applied to give reliability coefficient indices of 0.87 and 0.86 respectively. Data was analyzed using Pearson Product Moment Correlation Coefficient (PPMC) at 0.05 level of significant. Findings revealed a significant and positive strong relationship between Job Satisfaction and Innovativeness, Working-Life Balance and organizational performance of the oil and gas companies in Rivers State. The study concluded that employee wellbeing significantly influences organizational performance in oil and gas companies in Rivers State. The study recommended that oil and gas companies should establish structured wellbeing initiatives such as health, recreation, and counseling services to improve employees' physical, mental, and emotional wellness.

Introduction

Over the last few years, commercial, organizational and political settings have changed tremendously, making organizations work more under pressure to focus on the well-being of employees. This has now become central in making the employees productive, happy and well-motivated. Unlike structural capital, human capital does not belong to a company in essence and there is always the possibility that it will seize to be with the company at any time given neglect of employee welfare.

Well-being can also be described as comfort, good health or happiness, and at the workplace, burnout, organizational commitment, and job satisfaction are among factors of well-being. Diener (2024) has taken this further to subjective well-being by defining it as an 'assessment of the quality of an individual life in terms of personal standards and cultural values in a worldwide context'.

McGuire and McDonnell (2020), maintained that the presence of well-being facilities enhances self-confidence and productivity, and in support of emotional health and motivation, Torjman (2023) talks about recreation services. One of the aspects of organizational success is employee well-being.

The structure of employee well-being programmes differs between two companies, yet their objectives are similar in most cases: to decrease the healthcare expenditures, absence, and turnover and increase productivity and corporate reputation. Proper welfare or social services such as, housing, transportation, medical, recreational and cultural facilities are also very important in enhancing employee satisfaction and performance. The concept has also been instrumental in ensuring productivity and the reduction of turnover of the workforce in the oil and gas sector in Rivers State ((Adebayo & Ojo, 2022). Attitude at workplace is largely influenced by the psychological status of employees. The well-being dimensions entail work satisfaction, supervisor support, and work-life balance. Improvement of these dimensions also helps to increase employee retention and better performance.

Performance in the organization is a significant issue particularly in the oil and gas industry, which is volatile. The performance makes the company agile, competitive and sustainable. According to Miller (2022), organizational effectiveness indicates managerial- and institutional-efficiencies. It gives rise to the possibility of companies surviving and flourishing even in economic and operational obstacles. Performance indicators are adaptability, profitability, efficiency, growth and employee satisfaction. Finally, the ability to have a productive technology in the oil and gas industry in Rivers State depends on the workforce and not the advanced technology. Giving priority to employee well-being will increase the level of morale of the individual as well as performance, in addition to the overall productivity and survival of the organization in a competitive and dynamic situation.

Statement of the Problem

Rivers State is a source of many oil and gas firms. In the case of Rivers State most of the oil and gas companies were thriving when they started but after a couple of years down the line, some of these companies have not been doing so well as they were when they initially started and today, they stand to be far less profitable as they were right there at the beginning. This may be because of poor job satisfaction, and work-life balance of the employees of these oil and gas companies in Rivers State. The Rivers State oil and gas companies are insufficient in the rural and urban regions probably due to poor performance and insecurity that might have impacted negatively to the operations of oil and gas companies in Rivers State. The efficiency of oil and gas companies in Rivers State of great significance to the economic welfare of the State and the country in general is also included.

It has been keenly observed that lack of the effectiveness of the oil and gas companies in Rivers State has been due to the high turbulent business environment and unfavorable internal and external factors. The generated revenue that this sector contributes to the total Gross Domestic Product (GDP) of the country has

dropped drastically within few years. Robinson, (2019), maintained that ineffective employee welfare of an oil and gas corporation is bound amount to employee dissatisfaction, lack of dedication and acts of sabotage.

The impact of the failure to effectively deal with the above scenarios will also inhibit performance of the oil and gas corporations further in Rivers State. It is on this background that the researcher found it expedient to conduct a study on the connection between employee wellbeing and organization performance in oil and gas industries in Rivers State.

Aim and objectives of the study

The aim of the study is to investigate the relationship between employee wellbeing and performance of oil and gas companies in Rivers State. The specific objectives sought to:

- i. determines the relationship between job satisfaction and innovativeness of oil and gas industries in Rivers State.
- ii. examine the relationship between job satisfaction and service delivery by oil and gas organization in Rivers State.
- iii. ascertain the relationship between work-life balance and innovativeness of oil and gas companies in Rivers State.
- iv. find out the relationship between work- life balance and service delivery of oil and gas companies in Rivers State.

Research questions

The following research questions were raised for this study:

- i. What is the relationship between job satisfaction and innovativeness of oil and gas companies in Rivers State?
- ii. What is the relationship between job satisfaction and service delivery of oil and gas companies in Rivers State?
- iii. What is the relationship between work-life balance and innovativeness of oil and gas companies in Rivers State?
- iv. What is the relationship between work-life balance and service delivery of oil and gas companies in Rivers State?

Research Hypotheses

The following hypotheses were formulated to guide the conduct of this study.

Ho₁: There is no significant relationship between job satisfaction and innovativeness of oil and gas companies in Rivers State.

Ho₂: There is no significant relationship between job satisfaction and service delivery of oil and gas companies in Rivers State.

Ho₃: There is no significant relationship between work-balance and innovativeness of oil and gas companies in Rivers State.

Ho₄: There is no significant relationship between work-balance and service delivery of oil and gas companies in Rivers State.

Conceptualization of well-being

Employee wellbeing refers to the overall physical, mental, emotional, social, and financial health of workers, which is influenced by workplace conditions, interpersonal relationships, job autonomy, and resource availability. It has become a critical component of organizational success in recent years, as it fosters employee motivation, engagement, and productivity (Grawitch et al., 2020). Organizations that prioritize wellbeing are more likely to sustain high performance and employee retention (Krekel et al.,

2020). Physical wellbeing involves ensuring proper lighting, ventilation, ergonomic design, and a safe workspace factors that directly affect employees' health and comfort. Mental wellbeing, on the other hand, focuses on stress management, relaxation spaces, supportive leadership, and opportunities for socialization (Newman et al., 2020). Together, these factors enhance employees' sense of security, belonging, and focus, enabling them to deliver high-quality work.

Integrating wellbeing initiatives across departments human resources, finance, and information technology creates a holistic wellbeing culture (Robertson & Cooper, 2021). Such programs build loyalty, reduce burnout, and improve organizational effectiveness (Bakker et al., 2023). When organizations promote emotional, physical, and social wellbeing, employees experience greater satisfaction and peace of mind, which enhances their commitment to achieving organizational goals (Leka & Jain, 2022). Employee wellbeing has also been linked to innovation and long-term sustainability. Companies that invest in wellbeing initiatives report higher profitability and reduced turnover (Cooper & Dewe, 2020). In today's dynamic business environment, prioritizing employee wellbeing is more than a human resource strategy it is a foundation for long-term organizational resilience and success (Bakker et al., 2023).

Job satisfaction

Job satisfaction refers to an employee's overall feeling of fulfillment, happiness, and contentment derived from performing work-related activities and interacting with colleagues. It encompasses emotional, cognitive, and behavioral components that influence how individuals perceive their roles within an organization (Akinbode & Fagbohunge, 2021). Unlike simple measures of pay or work conditions, job satisfaction is subjective and depends largely on personal attitudes, values, and perceptions of fairness and recognition (Eze, 2023).

There are two key dimensions of job satisfaction: intrinsic and extrinsic. Intrinsic job satisfaction relates to the nature of the work itself its meaningfulness, responsibility, and opportunities for growth and creativity. In contrast, extrinsic job satisfaction is shaped by external factors such as salary, supervision, coworker relationships, and work environment (Adebayo & Eze, 2022). A high level of job satisfaction contributes not only to employee wellbeing but also to organizational performance by enhancing motivation, reducing turnover, and improving productivity (Okoro & Nwosu, 2021). When employees feel satisfied, they tend to demonstrate stronger loyalty, commitment, and engagement, which leads to greater organizational profitability and sustainability (Akinbode & Fagbohunge, 2021). Thus, promoting job satisfaction remains a vital strategy for long-term organizational success.

Work-life balance

Work-life balance refers to a state of equilibrium in which employees effectively manage their professional responsibilities alongside family, social, and personal obligations. It reflects how individuals allocate time and energy between work and life domains to prevent conflict or overlap (Abdirahman et al., 2020). Maintaining this balance is essential in today's dynamic work environment, where technological advancement, long working hours, and domestic responsibilities often blur the boundaries between home and workplace (Eze, 2023). When employees experience work-life balance, they report higher job satisfaction, mental wellbeing, and organizational commitment (Allen et al., 2020). Conversely, imbalance leads to stress, fatigue, and lower productivity (Adebayo & Ojo, 2022). Human resource departments can promote balance by implementing flexible work schedules, mentoring programs, workload adjustments, and supportive policies that accommodate family needs (Olaoye & Nwosu, 2021). Organizational leaders who value employees' personal time foster loyalty, gratitude, and improved performance (Bakker et al., 2023).

Work flexibility not only enhances employee satisfaction but also contributes to organizational success through increased motivation and reduced turnover. Hence, organizations that promote work–life balance cultivate a healthier, more productive, and sustainable workforce, while those that neglect it risk diminished efficiency and employee morale (Adebayo & Ojo, 2022).

Organizational performance dimension

Innovativeness

Innovativeness refers to an organization’s ability to generate, adopt, and implement new ideas, products, services, processes, or business models that enhance performance and competitiveness. It is a critical component of entrepreneurship and strategic growth, as innovation enables firms to adapt to changing market conditions and sustain long-term success (Covin & Miles, 2019; Eze & Nwankwo, 2022). Organizations that embrace innovativeness develop a proactive mindset toward problem-solving, efficiency, and customer satisfaction.

Innovation manifests in four major forms: product, process, market, and organizational innovation. Product innovation involves designing new or improved goods and services that satisfy emerging customer needs, thereby fostering competitive advantage and market differentiation (Hult et al., 2021). By developing unique products, firms can expand market share, attract new customers, and strengthen brand loyalty (Okpara, 2023). Process innovation, on the other hand, focuses on improving internal operations, including research and development (R&D), production, and administrative systems, to enhance efficiency and reduce operational costs (Cumming, 2020). This form of innovation aligns with organizational learning, as firms continuously refine processes based on acquired knowledge and technological progress.

Market innovation entails reconfiguring marketing strategies and distribution channels to align with shifting consumer preferences and industry trends (Varis & Littunen, 2020). It enables firms to identify untapped opportunities, respond to customer demands, and maintain relevance in dynamic markets (Adebayo & Ojo, 2022). Similarly, organizational innovation involves restructuring management systems, decision-making processes, and human resource practices to foster creativity and agility. Innovativeness serves as a driver of organizational resilience, profitability, and sustainability. Firms that consistently pursue innovation cultivate learning-oriented cultures, enhance adaptability, and secure a sustained competitive edge in their industries (Bakker et al., 2023).

Service Delivery

Employee satisfaction and performance are integral determinants of effective service delivery. Numerous studies have established that satisfied employees exhibit higher levels of commitment, efficiency, and creativity, leading to improved organizational outcomes and reduced turnover (Eze & Okoro, 2022). When employees feel valued and supported, their motivation increases, resulting in better quality of services rendered to clients and the public (Bakker et al., 2023). Training plays a pivotal role in enhancing employee competence, confidence, and performance. It equips workers with relevant knowledge, technical skills, and problem-solving abilities essential for organizational success (Olaoye & Adebayo, 2021). Well-trained employees are more innovative and adaptable, enabling organizations to meet evolving service demands effectively (Aluko, 2023). Training also fosters a culture of continuous learning, leading to sustained improvement in productivity and service delivery (Eze, 2023).

Service delivery refers to the deliberate and consistent provision of goods or services aimed at meeting the needs and expectations of citizens or customers (Wanyoike, 2020). It is both a measure of organizational effectiveness and a key indicator of employee performance. According to Okafor and Nwosu (2022), the quality-of-service delivery largely depends on employees’ skills, job satisfaction, and organizational support systems. Service delivery can be categorized into four primary forms: direct (through personal

interactions), indirect (guided by institutional policies), individual (tailored to specific needs), and collective (addressing group or community needs). To sustain quality service, organizations must invest in continuous employee training and development. Such investments enhance knowledge, commitment, and competitiveness, thereby improving organizational reputation and public trust (Adebayo & Ojo, 2022). Ultimately, motivated and skilled employees form the foundation of effective and sustainable service delivery.

Theoretical Review

Incentive theory

Incentive Theory One of the motivation theories is the Incentive Theory which focuses on the role of external stimulation and reward to behavior. Advanced in the 1953 by behaviorist psychologist, B.F. Skinner, the theory extends that because people are always motivated to do something that will reward them and something that can result to punishment, they will always be guided by such. Contrary to inner motivators or intrinsic motivations like the case of inner drives, the incentive theory works on the external considerations like money, praise, or recognition as central agents of human undertakings. Its basis is on the theory of operant conditioning which is used when the behavior is formed and supported with consequences. According to the theory of incentives, the desire to get a pleasant outcome enhances the probability of the person engaging in a behavior again. When applied in the organization, it implies that employees would tend to perform better, become more innovative, and committed when you provide them incentives in the form of bonuses, promotions, or acknowledgment.

Applicable in the present research paper, employee well-being and service delivery in oil and gas industry in river-state, the theory of incentives is good basis of how external motivation, either in terms of money or otherwise, can make employees more satisfied and more productive. Employees will be motivated, feel better, and deliver excellent services when they feel that their efforts are rewarded. Therefore, it is imperative to match the organizational incentives to the needs of the employees to meet the best productivity and organizational performance.

Performance theory

Performance Theory investigates the hypothesis that the internal and externally indirect factors such as motivation, environment, resources and expectations that determine the behavior and resulting performance within an individual or an organization. Among the outstanding figures concerning this theory is that developed by Victor Vroom who came up with the Expectancy Theory of Performance and Motivation in 1964. Vroom argued that performance depends upon the expectancy (belief that effort will result in performance), instrumentality (belief that performance will result in a reward) and valence (value of reward). The Performance Theory has developed to include the concept that a high performance cannot be achieved only through the ability but it depends on the way persons tend to be motivated and encouraged by the surrounding world. The performance levels of employees are determined by organizational goals, the type of leadership, participation of employees as well as through the feedback systems and the provision of the necessary resources.

Applied to the present study concerning employee well-being and service delivery in the oil and gas sector in the Rivers State, Performance Theory would be convenient to use to design how improvements can be improved by providing good employee well-being. In case of the combination of physical and mental wellbeing, employees feel appreciated, and can be offered correct tools and working climate, the level of their ability to remain at the top may be enhanced. In this way, employee wellness is used as an aspect in company strategy to facilitate high levels of service delivery and organizational realisation.

Empirical review

Van Dierendonck, et al (2022) are authors of the research with certain effects of employees and attitude and organizational performance of the Oil and Gas Companies in the Bayelsa State. The study population consisted of 3965 registered employees. The respondents were 502 who were randomly selected. The study was empirical, which used panel and multiple regression data. The result exposes that employee attitude influences development of Oil and Gas Companies in Bayelsa State of Nigeria. The study was related to this study since it was conducted on the effects of employee attitude and organizational performance research on Oil and Gas Companies in Bayelsa State. However, the study differs with those of Abiola since; the study under analysis is on the impact of employee wellbeing and organizational performance of Oil and Gas Companies in Rivers State.

A study by Uddin and Rahman, (2012) on the influence of the employee behaviour and the organizational performance in the companies of Oil and Gas Industries within the Kano State. The study was done in order to identify the employee behavior and performance of Oil and Gas Companies in Kano State. The study was guided with the help of three research questions and two hypotheses. They tested the null hypothesis at 0.05 level of significance. The source of the study was 600 employees. The study embraced simple random sample technique and 234 respondents were selected as a sample size of the population. This observation by the present study indicates that the employee behavior and organizational performance of Oil And Gas Companies is solely based on the employee wellbeing. The relationship between this study and the present study is that it was a study done on the effects of the behavior of employees and on organizational performance of Oil and Gas Companies.

Jawaad, et al, (2019) analyzed the deviations in responses of federal-based universities with state-owned colleges on the sustainability of oil and gas companies in Cross River State in the response of the workers. Particularly, the study was analyzed by focusing on the difference apparent between the responses of both the state and federal universities on planning skills, marketing skills and management skills on the human relation sustainability in Cross River State, Nigeria. In this study, 2,575 federal and state universities is the population of employee population in Cross River State in the two public universities in Calabar. The sample population of the study will be 256 students of business education selected in the department of human relation of two public universities in Calabar which constitutes 10 percent of the total population. The findings of the analysis showed that there occurred no significant difference between employee of the two universities. It was also established that there exist a huge gap between employee of the two universities in marketing skills and business management skills on sustainability in Cross River State. The research also provided remedy of the sustainability of the employees in Cross River.

Kara, et al (2023), identified the strategies enhance the job effectiveness and employee attitude in university of Port Harcourt. The research study followed two research questions and two null hypotheses were tested with 0.05 level of significance. The existing literature having relevance to the research undertaken was viewed and this revealed the necessity of such a study. The survey research design was descriptive and a population of 119 employees of university of Port Harcourt was adopted. The data were collected with the help of a structured questionnaire developed by the researchers. To determine the reliability of the instrument; Cronbach Alpha method was applied. The reliability returns the value of the coefficient of two clusters as 0.83 and 0.91 and the overall reliability value as 0.87. Analysis of data was carried out by use of mean and standard deviation. The research questions were answered by mean and referred to standard deviation to describe the difference in the responses of the respondents. The null hypotheses were tested with T-test statistical tool at level of significance = 0.05. Data collected was analyzed using statistical

package for social sciences (SPSS). The investigation revealed that the increase in the performance of the employees has a positive influence on employee of university of Port Harcourt.

Methodology

This study adopted correlational research design which was appropriate in finding out the level of relationship between two or more variables with numerical values. The population of study comprised 33,301 with sample size of 395 derived from Taro Yamane formula. The sampled oil and gas companies registered by the Ministry of Commerce and Industry in Rivers State were Saipem Construction Nigeria limited, Alcon Nigeria limited, Oil Service limited, Daewoo Nigeria limited, Fedoz Nigeria limited, Anadril Schlumberger and Orwell International. The study employed a simple random sampling technique and the proportionality allocation formula by Bowley has equal and independent of representation of the respondents in the chosen companies. The two researcher-designed tools have been used to collect data which were employee wellbeing questionnaire (EWQ) and the organizational performance of oil and gas companies' questionnaire (OPOGCQ). The instruments were composed of 20 items that covers the dimensions of employee wellbeing, and organizational performance on the 4-point Likert scale (Strongly Agree to Strongly Disagree). The instrument was validated by experts in the Departments of Employment Relations and Human Resource Management, and Measurement and Evaluation in Ignatius Ajuru University of Education. The reliability exercised was through the test-retest reliability method with the oil and gas company employees in Bayelsa State, to give reliability coefficient indices of 0.87 and 0.86 respectively, which confirmed that reliability was high. 395 copies of the instrument were distributed to the respondents by the researcher and five(5) trained research assistants and all the instrument were retrieved representing 100% return rate. Pearson Product Moment Correlation coefficient conducted at 0.05 level of significance was used to analyzed data from respondents using SPSS 25 version. The correlation coefficients and p-values were used in the interpretation of strength and significance of relationships between pairs of variables where decision rules were formulated.

Result and Discussion

Results

Table: Pearson Product Moment Correlation Analysis of the Relationship between job satisfaction and innovativeness of oil and gas companies in Rivers State

Variables		Job satisfaction	Innovativeness
Job satisfaction	Pearson correlation	1	.898
	Sig (2-tailed)	.000	
	N	395	395
Innovativeness	Pearson correlation	.898	1
	Sig (2-tailed)	.000	
	N	395	395

Source: SPSS Output, (2025). **correlation is significant at 0.05 level (2-tailed)

The Pearson Product Moment Correlation Coefficient Analysis in table shows positive relationship between the two variables as ($r = .898$, $n = 395$, $p < 0.05$) with strongly agree and job satisfaction is associated with very strong relationship and innovativeness. This indicates that there is strongly agree and positive relationship between job satisfaction and innovativeness of oil and gas companies in Rivers State. This means that job satisfaction is associated with very strong relationship and innovativeness of oil and gas companies in Rivers State. Therefore, the hypothesis is rejected while the alternative hypothesis is accepted. By this implication it showed that there is a significant relationship between job satisfaction and innovativeness of oil and gas companies in Rivers State

Table 2: Pearson Product Moment Correlation Analysis of the Relationship between job satisfaction and service delivery of oil and gas companies in Rivers State

Variables		Job Satisfaction	Service Delivery
Job Satisfaction	Pearson correlation	1	.599
	Sig (2-tailed)	.000	
	N	395	395
Service Delivery	Pearson correlation	.599	1
	Sig (2-tailed)	.000	
	N	395	395

Source: SPSS Output, (2025). correlation is significant at 0.05 level (2-tailed)

The Pearson Product Moment Correlation Coefficient analysis in table 2 shows positive relationship between the two variables as ($r = .599$, $n = 395$, $0.000 < 0.05$) with agree response and job satisfaction is associated with moderate relationship and service delivery. This indicates that there is moderate and positive relationship between job satisfaction and service delivery of oil and gas companies in Rivers State. This means that job satisfaction is associated with service delivery of oil and gas companies in Rivers State therefore, the hypothesis is rejected while the alternative hypothesis is accepted. By this implication it showed that there is significant relationship between job satisfaction and service delivery of oil and gas companies in Rivers State.

Table 3: Pearson Product Moment Correlation Analysis of the Relationship between work-life balance and innovativeness of oil and gas companies in Rivers State

Variables		Work-Balance Satisfaction	Innovativeness
Work-life Balance	Pearson correlation	1	.454
	Sig (2-tailed)	.001	
	N	395	395
Innovativeness	Pearson correlation	.454	1
	Sig (2-tailed)	.001	
	N	395	395

Source: SPSS Output, (2025). correlation is significant at 0.05 level (2-tailed)

The Pearson Product Moment Correlation Coefficient analysis in table 3 shows positive relationship between the two variables as ($r = .454$, $n = 395$, $0.001 < 0.05$) with agree responses and work-balance satisfaction and innovativeness of oil and gas companies in Rivers State. This indicates that there is agree and positive/moderate relationship between work-life balance satisfaction and innovativeness of oil and gas companies in Rivers State. This means that outdoor advertising is associated with innovativeness of oil and gas companies in Rivers State. Therefore, the hypothesis is rejected while the alternative hypothesis is accepted. By this implication it showed that there is significant relationship between work-life balance and innovativeness of oil and gas companies in Rivers State.

Table 4: Pearson Product Moment Correlation Analysis of the relationship between work-life balance and service delivery of oil and gas companies in Rivers State

Variables		Work-Balance Satisfaction	Service Delivery
Work-life Balance	Pearson correlation	1	.912**
	Sig (2-tailed)	.003	
	N	395	395
Service Delivery	Pearson correlation	.912**	1
	Sig (2-tailed)	.003	
	N	395	395

Source: SPSS Output, (2025). **correlation is significant at 0.05 level (2-tailed)

The Pearson Product Moment Correlation Coefficient analysis in table 4 shows positive relationship between the two variables as ($r = .912$, $n = 395$, $0.003 < 0.05$) with strongly agree responses and work-life balance satisfaction associated with strongly agree and service delivery of oil and gas companies in Rivers State. This indicates that there is strongly agree and positive relationship between work-life balance satisfaction and service delivery of oil and gas companies in Rivers State. This means that work-life balance satisfaction is associated with service delivery of oil and gas companies in Rivers State. Therefore, the hypothesis is rejected while the alternative hypothesis is accepted. By this implication it showed that there is a significant relationship between work-life balance satisfaction and service delivery of oil and gas companies in Rivers State

Discussion of findings

The findings of this study revealed a significant and positive relationship between employee wellbeing and organizational performance in oil and gas companies in Rivers State. Specifically, the study established that job satisfaction, work-life balance, and employee engagement are major determinants of innovativeness and effective service delivery within the sector.

The result from the Pearson Product Moment Correlation analysis indicated a **very strong positive correlation** ($r = .898$, $p < .05$) between job satisfaction and innovativeness. This implies that employees who derive satisfaction from their jobs are more likely to be creative, take initiative, and contribute innovative ideas that enhance operational performance. This finding aligns with the position of Akinbode and Fagbohunge (2021), who posited that satisfied employees demonstrate greater enthusiasm and creativity, resulting in organizational growth. Similarly, Eze and Nwankwo (2022) emphasized that innovation thrives where employees feel valued and psychologically fulfilled.

The study found a **moderate positive correlation** ($r = .599$, $p < .05$) between job satisfaction and service delivery. This suggests that job satisfaction contributes significantly to the quality and efficiency of services provided by employees in the oil and gas industry. Employees who feel recognized and supported tend to deliver superior customer-oriented services, corroborating Okoro and Nwosu's (2021) assertion that job satisfaction enhances loyalty and overall performance.

The analysis also revealed a **moderate positive relationship** ($r = .454$, $p < .05$) between work-life balance and innovativeness. This indicates that employees who can effectively balance professional and personal commitments are more motivated to engage in creative problem-solving and innovative thinking. This

outcome supports the views of Allen et al. (2020) and Olaoye and Nwosu (2021), who highlighted that flexible working arrangements foster innovation and productivity by reducing burnout and stress.

Finally, a **strong positive correlation ($r = .912, p < .05$)** was found between work-life balance and service delivery. This finding underscores that employees with a healthy balance between work and personal life demonstrate higher morale, commitment, and customer service quality. The result is consistent with Abdirahman et al. (2020) and Adebayo and Ojo (2022), who maintained that promoting work-life balance enhances employee motivation, concentration, and service efficiency.

Conclusion

The study concluded that employee wellbeing significantly influences organizational performance in oil and gas companies in Rivers State. Findings revealed that job satisfaction and work-life balance have strong positive relationships with innovativeness and service delivery. Employees who are satisfied with their jobs and enjoy a balanced work-life are more motivated, creative, and committed to achieving organizational goals. Consequently, organizations that invest in employee wellbeing through supportive policies, flexible work structures, and recognition systems experience improved productivity, reduced turnover, and enhanced service quality. The study affirms that employee wellbeing is not only a human resource concern but a strategic tool for achieving sustainable competitiveness and operational excellence. Therefore, oil and gas companies should prioritize employee satisfaction and wellbeing to strengthen innovation, service effectiveness, and overall organizational performance in today's dynamic business environment.

Recommendations

1. Oil and gas companies should establish structured wellbeing initiatives such as health, recreation, and counselling services to improve employees' physical, mental, and emotional wellness.
2. Organizations should introduce flexible work arrangements, leave policies, and supportive management practices that enable employees to effectively balance professional and personal responsibilities.
3. Management should provide fair compensation, career growth opportunities, and recognition programmes to boost employee motivation, satisfaction, and commitment to organizational goals.
4. Companies should invest in regular training, workshops, and knowledge-sharing platforms that promote creativity, problem-solving, and employee-driven innovation for better service delivery and competitiveness.

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