

EMPLOYEE RECHARGE AND PERFORMANCE OF MULTINATIONAL OIL AND GAS COMPANIES IN SOUTH-SOUTH, NIGERIA

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Abstract

The study investigated the relationship between employee recharge and performance of multinational oil and gas companies in south-south, Nigeria. The adopted correlational research designs. Both primary and secondary methods of data collection were employed to obtain relevant data for analysis. The instrument for primary data collection was a structured questionnaire, and its reliability was ascertained through Cronbach's Alpha reliability Coefficient with a threshold of 0.70. The study population comprised of 13,717 employees of multinational oil and gas companies located within south-south, Nigeria from which a sample size of 375 was determined using the Krejcie and Morgan's (1970) table on sample size determination. Pearson's Product Moment Correlation Coefficient statistical tool was used to test the two alternate hypotheses through the statistical package for social science version 26.0. The study findings revealed that employee recharge significantly contributes towards the outcome of employee performance in multinational oil and gas companies in south-south, Nigeria. The study thus concludes that employee recharge contribute toward the improved physical health of the worker and that way enhances their task, contextual and adaptive performance within the context of multinational oil and gas companies in South-South, Nigeria. Therefore, we recommend that management of multinational oil and gas companies in south-south, Nigeria should emphasize on the goal of ensuring employee recharge through the adequacy of variety and options and as such, provide for improved outcomes of employee health and wellbeing within the context of the organization; thus, enabling them some form of renewed vigour and energy toward the performance.

Keywords: Recharge, performance, contextual, task, adaptive, employees, organisation.

Introduction

The organization's workforce is integral to its survival and effectiveness. This is why the performance of employees is crucial to the organization (Zeb-Obipi, 2017). Performance refers to the expressed capacity of the worker in engaging their roles meaningfully and within the expected standards and framework of the organization's management (Anitha, 2014). Colquitt, Lepine and Wesson (2011) argued that the premise of performance is such that is reflected in the employee's capacity to act or function within established parameters or thresholds as preferred by the organization. Thus, related actions or appraisal focus on matching expectations with actual behaviour.

From the above definition, one could argue that performance is subjective in nature; relative to the unique expectations of the management of various institutions. However, Azril, Jegak, Asiah, Azman, Bahaman, Jamilah and Thomas (2010) posited that given the intended results or outcome of performance behaviour, it offers an objective or clearly agreed upon attribute – that which fundamentally provides the necessary support for the accomplishment of organizational goals. Prior studies (Imbahale, 2016; Lameck, 2011; Bishop, Scott & Burroughs, 2000) appear to approach the measurement of performance from a purely

quantitative perspective, focusing on the task and routine based dimension. However, emerging research (Pradhan & Jena, 2017) has shown that the process of „performing“ relates not only to routine activities embedded in job descriptions, but also on relationships (contextual) and learning capabilities (adaptive).

Recharging is an important aspect of work as it is a critical component for employees“ proper functioning. While research has documented the beneficial effects of after-work recovery, it has focused far less on the recovery that happens while at work in the form of work breaks (Karabinski, Haun, Nübold, Wendsche & Wegge, 2021). Employees spend almost half of their waking hours at work, and while work provide many benefits to employees. It also demands and thus depletes their physical and psychological resources. Zeb-Obipi (2023) identified recharging as a significant aspect of 21st century organizations, given the growing emphasis and clamour for work features that drive factors such as quality of work-life, work-life balance and social well-being. The author pointed to the imperatives of socialization and recharging as imperative in enhancing employee rejuvenation and focus renewal in organizational functions and responsibilities. This aligns with the view of Kim and Jichul (2022) who affirmed that the momentary breaks and turn offs from work roles and function, also allow for reassessments and evaluative dispositions toward roles that serve to clarify on progress, and the quality of outcomes.

Literature on employee recharge is however observed to be scant. This is not as a result of the novelty of the concept or its practice, as such is considered apparent in most Western and even African organizations and institutions (Karabinski *et al.*, 2021). However, the scarcity of research in this regard is linked to the overshadowing of the concept of relaxation by that of employee welfare, which is a broader and more encompassing concern. Such has led to a scarcity of research on the specific implications and outcomes of workplace breakroom, which is often overlooked even within research bordering on components of employee welfare. As such, research on its particular role and the extent of its influence on performance is scant.

This paper examined the relationship between employee recharge and performance of multinational oil and gas companies in south-south, Nigeria. Given the observed lag in content addressing employee recharge, as well as observation that previous studies (Sonntag, Cheng, & Parker, 2022) have scarcely touch on employee recharge and the effect of such on the outcome of task, contextual and adaptive performance, research has not explicitly addressed the role of employee recharge in the outcomes of employee performance, thus, suggesting a gap in research. In this vein, this study examines the relationship between employee recharge and performance of multinational oil and gas companies in south-south, Nigeria. The specific objectives of the study include to examine the relationship between employee recharge and task performance of multinational oil and gas companies in south-south, Nigeria, to examine the relationship between employee recharge and contextual performance of multinational oil and gas companies in south-south, Nigeria and to examine the relationship between employee recharge and adaptive performance of multinational oil and gas companies in south-south, Nigeria.

Literature Review

Theoretical Foundation

The underpinning theory for this study is the attention restoration theory. This theory was proposed by Kaplan (2015). He is of the opinion that attention restoration theory provides some guidance on the type of recovery experienced. Specifically, this theory emphasizes nature, suggesting that exposure to nature helps restore mental resources and facilitate recovery experiences, which in turn improve well-being. Attention Restoration Theory (ART) (Kaplan, 2015) suggests that mental fatigue and concentration can be improved by time spent in, or looking at nature. The capacity of the brain to focus on a specific stimulus or task is limited and results in 'directed attention fatigue. It is clear that exposure to natural environments encourages more effortless brain function, thereby allowing it to recover and replenish its directed attention capacity which in turn can improve *our focus & ability to concentrate*. Hence an employer may offer or transfer to their employee identified working conditions, welfare, additional work

considerations, including recharge rooms in the workplace, all of which demonstrate the employer or organization's concern for the well-being of the employee (Joye & Dewitte, 2018). Such consideration, as reflected in the availability of employee recharge rooms which enhances the process of employee recharge conditions workers perceptions of the organization and thus contributes toward the attitude of the workers, with regard their roles and functions (Joye & Dewitte, 2018). Employee recharge is therefore important as being in nature helps replenish cognitive resources such as attention capacity which gives employees the ability to concentrates, focus and complete specific tasks which in turn would enhance performance.

Concept of Employee Recharge

Employee recharge describes the process through which workers are able to regain lost energy through their engagement in other activities that can be considered as leisure (Zeb-Obipi, 2023). Recharging is an important aspect of work (Kim & Jichul, 2022). Kim and Jichul (2022) stated that recharging reduces fatigue and enriches the workers level of creativity and resourcefulness. Employee break-rooms are expected to offer workers options such as coffee breaks, food, snacks and other items that allow them refill and regain their strength and vigour for effectively engaging and carrying out their roles and responsibilities in the organization (Kim & Jichul, 2022). According to Keel (2022), employees are often celebrated for logging numerous hours. But working without letup is a bad habit that can jeopardize business, health and the life you're supposedly working toward. It's easy to fall into the trap of overdoing it, since capital in the early days is tight, but also because few ambitious achievers understand one of the biggest secrets of performance which is the "refueling principle". Kim and Jichul (2022) narrate the refueling principle as an optimal fuelling, routine and recovery. Pushing your body and mind to the limit allows it to expand, but to sustain and build upon these gains without burning out; your body needs time to adapt, and the fuel to do so. Continuous time on-task sets off strain reactions, such as stress, fatigue and negative mood, which drain focus and physical and emotional resources. Morris, Mackintosh, Owen, Dempsey, Dunstan and McNarry (2021) explains that the brain's ability to self-regulate and to stay disciplined wanes with each exercise of self-control during the day. It's a loss of resources that must be replenished, or it becomes harder to stay on-task, be attentive and solve problems.

One study found that mental fatigue takes hold after three hours of continuous time on-task; other scientists say brains need a break after 90 minutes, the length of the basic rest-activity cycle. Keel (2022) asserts that burning up mental resources without replacing those leads to stress, burnout and poor performance. Stress constricts the brain to a narrow focus a perceived threat making it hard to concentrate on anything else, plan or make good decisions. Morris *et al.*, (2021) posits that in the course of staying focused on a task, we use up a key cognitive resource known as self-control. Studies show that regulating our emotions is taxing. Known in research circles as ego depletion, this holds that every time we exercise self-regulation--paying attention, suppressing emotions, managing how we act to conform to a cultural norm--we use limited regulatory resources and reduce the ability for further self-control, depleting energy and causing fatigue (Keel, 2022).

Concept of Performance

According to Le and Harvie (2010), performance is an economic category that reflects the ability of firms in using human resources and material resources to achieve the targets of the organization. Performance is also to consider the efficiency of using business means during the production and consumption process. Harrison and Freeman (2019) defined performance as the act to perform the job tasks according to the prescribed job description; it is the art to complete the task within the defined boundaries. Chen and Francesco (2013) propose that measuring performance accurately and efficiently is challenging. Hameed and Waheed (2011) postulate the need for measuring performance; the focus must be on the future not on the past so as to establish meaningful and realistic targets and search for the most realistic means of reaching them. Performance is perceived as the ability of employees to meet organizational tasks,

requirements and objectives through strategic investments into organizing, executing and accomplishing roles and duties in the minimum time possible (Gitongu, Kingi & Uzel, 2016).

Task Performance

This describes the workers capacity in terms of carrying out their daily routine roles and obligations within the organization. Task performance is considered the more identifiable and emphasized dimension of employee performance. This is as it depends on the workers skills set in terms of jobs and is often the dimension that is spelt out in the job descriptions for particular roles in organization (Pradhan & Jena, 2017). Task performance describes the core job responsibilities of an employee. It is also called in-role prescribed behavior and is reflected in specific work outcomes and deliverables as well as their quality and quantity. Task performance can be defined as the effectiveness with which an employee performs activities that contribute to the organization's technical core, either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services (Borman & Motowidlo, 2013). Pradhan and Jena (2017) defined task performance as comprising of the behaviors channeled towards fulfilling fundamental job responsibilities that are enshrined in employee's job description; and has a direct connection to those set of actions that are part of the reward system. However, task performance is primarily linked to the quantitative aspects and outcomes of the organization, for example – profitability, ROI, sales and productivity (Pradhan & Jena, 2017).

Contextual Performance

This dimension of employee performance is concerned with the workers capacity to create and maintain meaningful and supportive relationships in the organization (Pradhan & Jena, 2017; Anitha, 2014). Beheshtifar and Norozy (2013) assert that contextual performance involves behavioral patterns that support the psychological and social context in which task activities are performed. When employees help others complete a task, cooperate with their supervisors, or suggest ways to improve organizational processes, they are engaging in contextual performance. Campbell (1990) defined contextual performance as the ability of employees to contribute to the overall well-being of the organization. One of the most important functions of an organization is to ensure that employees are effective in performing their jobs. Contextual performance is premised on the development of connections and support systems, all of which advance the required framework or settings within which employees can thrive through collaborations and that way, achieve specified organizational objectives. Contextual performance therefore reflects the workers willingness to engage in behaviour that can be considered as altruistic and also their volunteering for particular roles as a way of assisting their co-workers (Anitha, 2014). Contextual performance is important because it represents a type of behaviour that is largely under the motivational control of individuals.

Adaptive Performance

This dimension of employee performance, details the extent to which the worker or employee is open to learning and aligning their competencies or skills with the emerging realities of their environment (Pradhan & Jena, 2017). Adaptive performance relates to the workers effectiveness in adjusting and aligning with emerging job features; it is the workers openness and readiness toward change, and as such, demonstrates their acceptance and alignment with such. Workers who express adaptive performance are such that are constantly evaluating their own skills and knowledge in line with the dynamic nature of their environment and the competition of their market (Colquitt *et al.*, 2011). Birkinshaw, Zimmermann and Raisch (2016) is of the opinion that capitalizing on these opportunities will require the organization to be flexible by adapting quickly as the changes in the business environment occurs and this will affect the corporation's structure, their behaviour, their systems if they want to survive. According to Sarta, Durand and Verne (2020), adaptability can be a deliberated, planned, calculated and intended decision made that brings about, give rise to noticeable or visible steps or measures undertaken by the corporation's employees to sustain the organization as well as its economic and institutional environment.

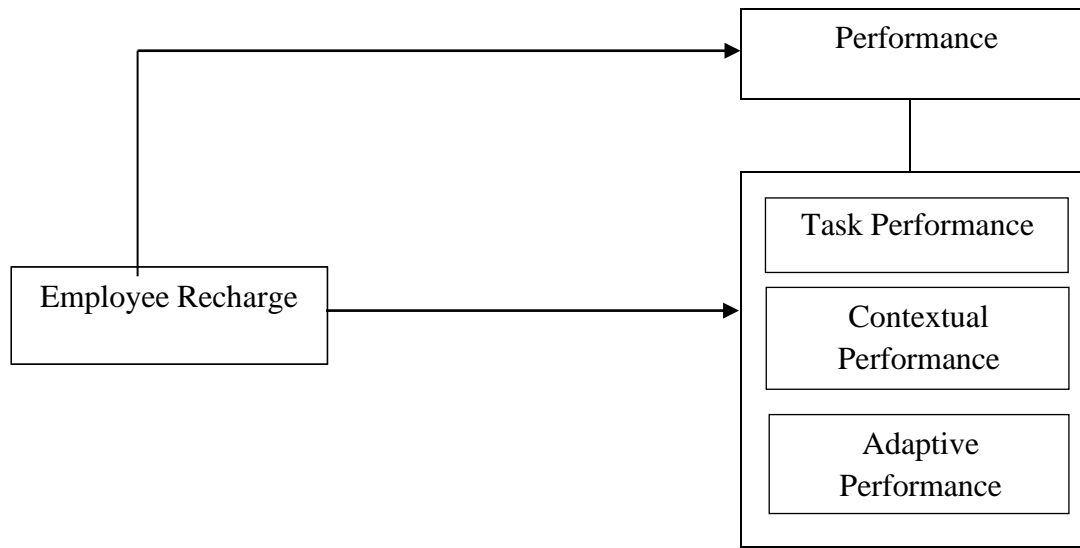


Fig. 1: Conceptual Framework of the relationship between employee recharge and performance
 Source: Desk Research (2024).

Employee Recharge and Performance

Employee recharge means to rest and relax for a period of time so that you feel energetic again. An office recharge room is a space where employees can get away from the noise and anxiety of the workplace (Friedman & Kass-Shraibman, 2017). While some employers think that a cluster of chairs in the corner of the office is enough, a recharge room really provides employees with a valuable opportunity to relax, stretch, meditate, and conduct conversations with their co-workers in peace. The implementation of a recharge room will bring about real change in your work environment (Colbert, 2011). An unhappy and mentally drained staff will only result in a higher turnover rate which is very costly to companies.

High levels of stress can have a devastating impact on the body, which inevitably has a major impact on performance (Kim, 2014). Darr (2004) narrates that a poor work environment is directly linked to high-stress levels in staff which increases the risk of anxiety, depression, and suicide. Employee recharge are helping workers around the world manage their stress throughout the week, leading to happier workers and more functional, productive office spaces. Taking breaks during the workday can prevent the destructive impact of chronic stress. Some employers may become concerned about workers taking too many breaks or wasting time, but that fear may be unnecessary (Plester & Hutchison, 2016). Studies show that highly productive employees spend approximately 30% of their workday on break. That number might seem high, but the reality is, regular breaks help employees to refocus on intense tasks. This allows them to be more creative, more positive, and to work more efficiently. Recharge rooms serve as great spaces to bring your team together on a daily basis.

Morris *et al.* (2021) assert that while team-building trips and activities can have a positive impact, Studies show that workers perform better, and have a higher mood and satisfaction level when they recharge. The process of employee recharging allows for their recovery from work strain. It also involves the process through which workers are able to regain their lost energy and return with a fresh feeling of focus. Kim and Jichul (2022) asserted that breakrooms enable workers that shift in attention that is necessary for giving them a renewed perspective on their work and the extent to which it aligns with actual intent or quality. Hence apart from the fact that it contributes toward the reenergizing of the workers, employee recharge also impacts on the quality of workers relationships at the workplace and the outcome of their

roles as well. By taking time to recharge, you invest in your physical and mental health to build a healthier, more sustainable future for yourself. Even short breaks to get some air or take a walk make a huge difference and are excellent practices for future recharging efforts (Sessions, 2019).

Thus, based on the foregoing, the following hypothesis was formulated;

Ho₁: There is no significant relationship between employee recharge and task performance in multinational oil and gas companies in South-South, Nigeria.

Ho₂: There is no significant relationship between employee recharge and contextual performance in multinational oil and gas companies in South-South, Nigeria.

Ho₃: There is no significant relationship between employee recharge and adaptive performance in multinational oil and gas companies in South-South, Nigeria.

Methodology

This study adopted a correlational research design. The study population comprised of 13,717 employees of 5 multinational oil and gas companies in south-south, Nigeria based on the multinational firms have been in existence and operational in Nigeria for no less than 25 years. The sample size of the study was determined by the Krejcie and Morgan sample size determination table, the sample size was three hundred and seventy-five (375) employees that were randomly selected. Structured questionnaire designed in Likert five-point scale of strongly agree to strongly disagree (Strongly Disagree =1, Disagree = 2, Undecided =3, Agree = 4 and Strongly Agree =5) was the instrument used in collecting primary data. The inferential and descriptive statistical tools were used in the analysis of data for the study. The reliability of the instrument was ascertained through Cronbach’s Alpha reliability coefficient (Table 1) with a threshold of 0.70. The reliability result indicates that the research instrument was reliable and that subjecting it for the same investigation repeatedly will produce similar results. The Pearson’s Product Moment Correlation Coefficient (PPMCC) statistical tool was used in testing the hypotheses of the study.

Table 1: Table depicting Results of the Cronbach Alpha Reliability Test

Variables	Number of items	Cronbach Alpha
Employee Recharge	4	0.860
Task Performance	4	0.824
Contextual Performance	4	0.824
Adaptive Performance	4	0.828

Source: SPSS Output, 2023.

Table 1 shows the reliability values for 4 constructs of the study. Based on the results obtained, all the reliability values were above 0.70 benchmark as posited by Nunally (1978). The results further depicts that the instruments used for the study had sufficient construct reliability.

Data Analysis and Discussion

Table 2 shows the result of correlation matrix obtained for employee recharge and measures of performance. Also displayed in the table is the statistical test of significance (p - value), which makes us able to answer our research question and generalize our findings to the study population.

Table 2: Correlation for Employee Recharge and Performance

		Employee Recharge	Task Performance	Contextual Performance	Adaptive Performance
Employee Recharge	Pearson Correlation	1	.788**	.719**	.582**
	Sig. (2-tailed)		.000	.000	.000
	N	339	339	339	339
Task Performance	Pearson Correlation	.788**	1	.891**	.833**
	Sig. (2-tailed)	.000		.000	.000
	N	339	339	339	339
Contextual Performance	Pearson Correlation	.719**	.891**	1	.854**
	Sig. (2-tailed)	.000	.000		.000
	N	339	339	339	339
Adaptive Performance	Pearson Correlation	.582**	.833**	.854**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	339	339	339	339

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

Source: SPSS Output, 2023.

Research Question 1

What is the relationship between employee recharge and task performance in multinational oil and gas companies in South-South, Nigeria?

The PPMCC result in Table 2 is used to answer research question 4. The correlation coefficients indicate that there is a strong positive correlation between employees recharge and task performance. The direction and strength of this relationship is depicted from the evidence of the analysis as $R = 0.788$. Therefore, the relationships between employees recharge and task performance in multinational oil and gas companies in South-South, Nigeria is a strong positive correlation indicative of a substantial relationship.

H_{01} : There is no significant relationship between employee recharge and task performance in multinational oil and gas companies in South-South, Nigeria.

The correlation of ($R = 0.788$ and $P = 0.000$), represents a strong correlation indicating a substantial relationship. Furthermore, the relationship is significant at 5% confidence level. Therefore, we posit that the null hypothesis is rejected, which entail that there is a significant relationship between employee recharge and task performance in multinational oil and gas companies in South-South, Nigeria.

Research Question 2

What is the relationship between employee recharge and contextual performance in multinational oil and gas companies in South-South, Nigeria?

The PPMCC result in Table 2 is used to answer research question 5. The correlation coefficients indicate that there is a strong positive correlation between employee recharge and contextual performance. The direction and strength of this relationship is depicted from the evidence of the analysis as $R = 0.719$. Therefore, the relationships between employee recharge and contextual performance in multinational oil and gas companies in South-South, Nigeria is a strong positive correlation indicative of a substantial relationship.

H_{02} : There is no significant relationship between employee recharge and contextual performance in multinational oil and gas companies in South-South, Nigeria.

The correlation results in Table 2 indicate that there is a strong positive correlation between employee relaxation and contextual performance (0.719) which is significant at 5% level of confidence. Because of the positive value of the correlation, direction of both variables is said to be the same. Furthermore, the p-value (0.000) is less than the level of significance (0.05), hence we posit that the null hypothesis is rejected, which entail that there is a significant relationship between employee recharge and contextual performance in multinational oil and gas companies in South-South, Nigeria.

Research Question 3

What is the relationship between employee recharge and adaptive performance in multinational oil and gas companies in South-South, Nigeria?

The PPMCC result in Table 2 is used to answer research question 6. The correlation coefficients indicate that there is a moderate correlation between employee recharge and adaptive performance. The direction and strength of this relationship is depicted from the evidence of the analysis as $R = 0.582$. Therefore, the relationship between employee recharge and adaptive performance in multinational oil and gas companies in South-South, Nigeria is a moderate positive indicative of a moderate relationship.

H₀₃: There is no significant relationship between employee recharge and adaptive performance in multinational oil and gas companies in South-South, Nigeria.

The correlation results in Table 2 indicate that there is a moderate positive correlation between employee recharge and adaptive performance (0.582) which is significant at 5% level of confidence. Furthermore, the p-value (0.000) is less than the level of significance (0.05), hence we posit that the null hypothesis is rejected, which entail that there is a significant relationship between employee recharge and adaptive performance in multinational oil and gas companies in South-South, Nigeria.

Therefore, the results for the second set of hypotheses with regards to the relationship between Employee recharge and Employee performance presents the outcome from the analysis which identifies employee recharge as a predictor and explanatory variable when it comes to the behaviour and functional outcomes of the workers; thus implying that the more renewed and recharged the workers feel within the context of the workplace breakroom, the more they are able to impact positively on their performance outcomes. Thus, the following findings are put forward:

- i. There is a significant relationship between employee recharge and task performance in multinational oil and gas companies in South-South, Nigeria.
- ii. There is a significant relationship between employee recharge and contextual performance in multinational oil and gas companies in South-South, Nigeria.
- iii. There is a significant relationship between employee recharge and adaptive performance in multinational oil and gas companies in South-South, Nigeria.

Findings

The relationship between employee recharge and performance was shown to be significant. Hence, employee recharge significantly influences performance, contributing to outcomes of task, contextual and adaptive performance in multinational oil and gas companies in South-South, Nigeria. The findings of this study reinforce the view of Enenifa and Akintokunbo (2020) that showed how stress-related health problems such as high blood pressure and hypertension declined when employees engaged in workplace breakroom and were able to recharge or carry out leisure activities. Similarly, organisations such as the Galati according to Enenifa and Akintokunbo (2020) have supported the concept of workplace breakroom activities arguing that setting aside leisure time and wellness programmes improves the employees' quality of life, consequently their job performance, mental wellness, and physical health will improve (Enenifa & Akintokunbo, 2020; Parks & Steelman, 2018).

This research found that employee recharge effects the employees' performance levels in the organization (Dickson-Swift, Fox, Marshall, Welch & Willis, 2014; Parks & Steelman, 2018). Recharge promotes outstanding health to the employee, which is organized purposely to upscale the value of life in the office. Employee stress can be reduced and managed with the use of recreation facilities. Humans spend their time on activities such as everyday living, work, sleep, social responsibilities, and leisure, which involuntarily causes stress in the employee or individual, according to Dickson-Swift *et al.*, (2014). Taking time off for recreation within workplace, with the primary goal of helping reduce and manage stress, is one of the recommended ways for the employee or afflicted individual to bounce back to life.

Conclusion and Recommendation

Based on the findings of this study, it can therefore be concluded that employee recharge contributes towards the improved physical health of the worker and that way enhances their task, contextual and adaptive performance within the context of multinational oil and gas companies in South-South, Nigeria. Therefore, study recommends that management of the multinational oil and gas companies in south-south, Nigeria, should emphasize on the goal of ensuring employee recharge through the adequacy of variety and options and as such, provide for improved outcomes of employee health and wellbeing within the context of the organization; thus, enabling them some form of renewed vigour and energy toward the performance of their roles and responsibilities.

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