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EMPLOYEE WELLBEING PROGRAMMES AND ORGANISATIONAL PERFORMANCE OF PAINT MANUFACTURING FIRMS IN RIVERS STATE

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Abstract
This study examined the relationship between employee wellbeing programmes and organisational performance of paint manufacturing firms in Rivers State. Specifically, the study examined the relationship between physical wellbeing programme and service delivery, physical wellbeing programme and market share, social wellbeing programme and service delivery, and social wellbeing programme and market share. The study was anchored on the Job Demands–Resources Theory. A cross-sectional survey research design was adopted, with 90 managers from 18 registered paint manufacturing firms constituting the population. Five key managers were selected from each firm, while 65 valid questionnaires were retrieved and analysed. Data were collected using a structured questionnaire with a four-point Likert scale, while reliability produced a Cronbach Alpha coefficient of 0.77. Spearman Rank Order Correlation was used to test the hypotheses at 0.01 significance level. Findings revealed significant positive relationships between physical wellbeing programme and service delivery (r = .624, p = .000), physical wellbeing programme and market share (r = .801, p = .000), social wellbeing programme and service delivery (r = .611, p = .000), and social wellbeing programme and market share (r = .740, p = .000). The study concluded that employee wellbeing programmes significantly contribute to organisational performance. It recommended strengthening physical and social wellbeing initiatives to enhance service delivery and market share.

Keywords: Employee wellbeing programmes, physical wellbeing programme, social wellbeing programme, organisational performance, service delivery and market share.

INTRODUCTION

Manufacturing firms are essential to the functioning and development of modern societies because they transform raw materials into finished goods, create employment, generate income, stimulate supply chains, contribute to government revenue, and provide products that meet household and business needs. In developing economies such as Nigeria, manufacturing is particularly important because its activities support industrialisation, economic diversification and opportunities for productive employment, while also strengthening linkages among producers, suppliers, distributors and consumers (National Bureau of Statistics [NBS], 2025; None et al., 2026). The importance of manufacturing is also reflected in the continuing attention given to the sector in Nigeria's national economic statistics, where manufacturing remains a significant component of economic production and industrial activity (NBS, 2025). Within this broad sector, paint manufacturing firms occupy an important position because paints and coatings are essential inputs in residential construction, commercial buildings, industrial facilities, infrastructure development, furniture production and maintenance activities.

Paint manufacturing firms therefore contribute not only to the availability of construction and finishing materials but also to employment creation, distribution activities, marketing services

and the wider industrial value chain. However, the ability of manufacturing firms to fulfil these societal and economic responsibilities depends substantially on their organisational performance (None et al., 2026; Bosede, 2024; Rufeng et al., 2023).
Organisational performance represents the extent to which an organisation successfully achieves its objectives through effective utilisation of human, financial, technological and material resources (Chukuigwe & Jacob, 2021). For manufacturing firms, performance is reflected in the quality and reliability of services provided to customers, responsiveness to customer needs, operational effectiveness and the firm's ability to maintain or expand its position within competitive markets. In the present study, organisational performance is considered in terms of service delivery and market share. Service delivery concerns the firm's capacity to provide products and related services promptly, reliably, consistently and in ways that meet or exceed customer expectations. Market share, on the other hand, reflects the proportion of total market demand or sales captured by a firm relative to competing firms and therefore provides an indication of its competitive strength (None et al., 2026).
Recent evidence from paint manufacturing companies in Rivers State demonstrates the continuing importance of organisational outcomes such as marketing effectiveness, profitability and operational efficiency in sustaining competitiveness within the industry (Atanang et al., 2026). The competitive environment confronting manufacturing firms makes it increasingly necessary for managers to look beyond machines, materials and financial resources and pay greater attention to the people who operate organisational systems. Employees constitute the human resources through which production activities, customer interactions, quality control, marketing, distribution and other organisational processes are performed. Consequently, the physical, psychological and social conditions under which employees work can have important implications for organisational effectiveness and performance. This concern has contributed to increasing attention to employee wellbeing as a strategic organisational issue rather than merely an employee welfare concern.
Employee wellbeing broadly refers to the extent to which employees experience positive physical, psychological, emotional and social functioning in connection with their work and working environment. The World Health Organization (WHO, 2022) emphasises that mental health at work influences employees' ability to function, remain productive and participate effectively in organisational activities, while poor mental health can contribute to absenteeism, reduced productivity and turnover. Similarly, the International Labour Organization (ILO, 2022) recognises a safe and healthy working environment as a fundamental principle and right at work, highlighting the responsibility of organisations to protect workers from conditions that threaten their health, safety and dignity. These developments have strengthened the rationale for organisations to introduce employee wellbeing programmes designed to promote healthier, safer and more supportive work environments. Employee wellbeing programmes encompass a range of organisational initiatives directed at improving employees' physical health, psychological functioning, social relationships and general quality of working life (None et al., 2026; Rufeng et al., 2023). In this study, attention are given specifically to physical wellbeing programmes and social wellbeing programmes as they support employees' capacity to function effectively at work.
Physical wellbeing programmes include occupational health and safety initiatives, health screening, fitness and exercise opportunities, ergonomic support, medical assistance, healthy workplace practices and other measures aimed at maintaining employees' physical health and work capacity. Such interventions are particularly relevant in paint manufacturing because production processes may involve chemicals, machinery, physical exertion, fumes and other occupational exposures that require effective health and safety practices. The ILO notes that occupational safety and health is concerned with protecting lives, preventing harm and

ensuring that workers can perform their duties safely and with dignity, while unsafe working conditions can have serious consequences for workers and organisations. Social wellbeing programmes, in contrast, focus on strengthening employees' interpersonal relationships, social connectedness, teamwork, communication, inclusion and sense of belonging within the workplace. Such programmes may involve team-building activities, employee support initiatives, social interaction opportunities, counselling and supportive workplace relationships that enable employees to obtain assistance from colleagues and supervisors. The relevance of social wellbeing is supported by contemporary research showing that workplace wellbeing is associated with important individual and organisational outcomes, including performance, and that organisations can use human-resource-related interventions to simultaneously improve employee wellbeing and organisational performance (Farooq, 2024; Henstock et al., 2025).

More specifically, a recent systematic literature review found a significant association between workplace wellbeing and performance across different contexts and concluded that wellbeing-oriented organisational practices can promote both individual and organisational performance (Gomes, 2026; None et al., 2026; Bosede, 2024; Rufeng et al., 2023). This suggests that investment in employees' physical and social wellbeing may help organisations improve the conditions that support effective work behaviour, customer responsiveness, productivity and competitive outcomes. Evidence from indicates that employee-oriented practices are relevant to the performance of organisations. Nevertheless, existing studies on paint manufacturing firms in Rivers State have largely examined organisational outcomes from perspectives such as change management, capacity building, enterprise-first behaviour, health benefits and supply-chain innovation, leaving the broader employee wellbeing programme perspective insufficiently explored (None et al., 2026; Bosede, 2024; Silinda & Mpungose, 2025; Rufeng et al., 2023). Therefore, this study examined the relationship between employee wellbeing programmes and organisational performance of paint manufacturing firms in Rivers State.

Statement of the Problem

Despite the importance of paint manufacturing firms in Nigeria, their ability to sustain effective organisational performance remains a concern. In Rivers State, paint manufacturing firms operate in a competitive environment where consistent service delivery and the ability to maintain or expand market share are essential for survival and growth. However, challenges relating to employee health, workplace safety, stress, inadequate social support and poor employee welfare may undermine employees’ capacity to perform their responsibilities effectively. Where employees experience physical strain, occupational hazards or insufficient health support, their productivity, responsiveness and ability to provide reliable customer-oriented services may be compromised. Similarly, weak social wellbeing programmes may result in poor interpersonal relationships, limited teamwork, inadequate employee support and reduced sense of belonging, which can affect organisational effectiveness. These conditions may ultimately manifest in inconsistent service delivery, customer dissatisfaction, reduced patronage and difficulty in maintaining a strong position within the paint market. Although organisations increasingly recognise employee wellbeing as an important component of organisational sustainability, the provision and effectiveness of wellbeing programmes may vary considerably across firms.

Existing empirical studies have established associations between employee wellbeing, workplace wellness and organisational outcomes (Bosede, 2024; None et al., 2026), but relatively little attention has been given to paint manufacturing firms in Rivers State. Furthermore, previous studies have generally examined broad employee wellbeing or productivity rather than specifically investigating physical and social wellbeing programmes in relation to service delivery and market share. The absence of sufficient empirical evidence on these specific dimensions creates a knowledge gap, thereby necessitating the present study to examine the relationship between employee wellbeing programmes and organisational performance of paint manufacturing firms in Rivers State.

Conceptual Framework

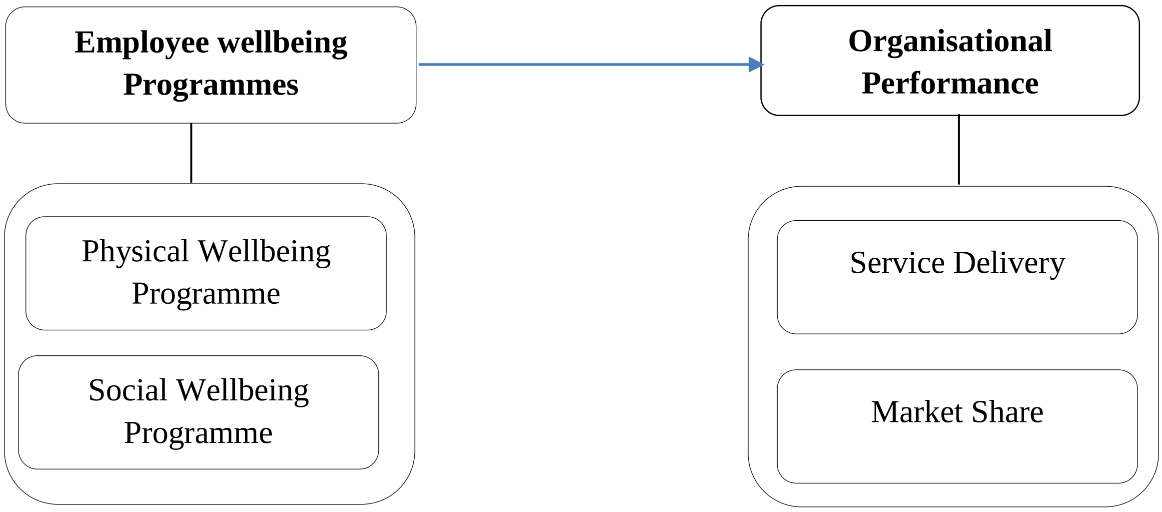

Fig. 1.1: Conceptual Framework Showing Relationship between Employee Wellbeing Programmes and Organisational Performance
Source: Adopted from Gomes (2026); Chukuigwe & Jacob (2021).

Aim and Objectives of the Study

The aim of the study was to examine the relationship between employee wellbeing programmes and organisational performance of paint manufacturing firms in Rivers State. The specific objectives of the study were to:

1. investigate the relationship between physical wellbeing programme and service delivery of paint manufacturing firms in Rivers State.
2. examine the relationship between physical wellbeing programme and market share of paint manufacturing firms in Rivers State.
3. determine the relationship between social wellbeing programme and service delivery of paint manufacturing firms in Rivers State.
4. examine the relationship between social wellbeing programme and market share of paint manufacturing firms in Rivers State.

Research Questions

The following research questions were raised for the study:

1. What is the relationship between physical wellbeing programme and service delivery of paint manufacturing firms in Rivers State?
2. How does physical wellbeing programme relate with market share of paint manufacturing firms in Rivers State?
3. What is the relationship between social wellbeing programme and service delivery of paint manufacturing firms in Rivers State?
4. How does social wellbeing programme relate with market share of paint manufacturing firms in Rivers State?

Research Hypotheses

The following hypotheses were tested to guide the study:

Ho_1: There is no significant relationship between physical wellbeing programme and service delivery of paint manufacturing firms in Rivers State.

Ho_2: There is no significant relationship between physical wellbeing programme and market share of paint manufacturing firms in Rivers State.

Ho_3: There is no significant relationship between social wellbeing programme and service delivery of paint manufacturing firms in Rivers State.

Ho_4: There is no significant relationship between social wellbeing programme and market share of paint manufacturing firms in Rivers State.

REVIEW OF RELATED LITERATURE

Conceptual Review

Concept of Employee Wellbeing Programmes

Employee wellbeing programmes refer to organised and deliberate initiatives established by employers to protect, promote and improve the overall wellbeing of employees within and beyond the workplace. The concept has increasingly gained prominence because employee wellbeing is now regarded as an important component of effective human resource management rather than merely an employee welfare concern. Employee wellbeing encompasses employees' physical, psychological, emotional and social functioning and their capacity to remain healthy, engaged and effective while performing their work roles (Gomes, 2026; None et al., 2026). The International Labour Organization (ILO) recognises occupational health as encompassing the promotion and maintenance of the highest attainable degree of physical, mental and social wellbeing of workers. Similarly, the World Health Organization (WHO, 2022) explains that mental wellbeing enables people to cope with life stresses, realise their abilities, learn effectively, work well and contribute to their communities.

More so, employee wellbeing programmes represent systematic organisational efforts to create working conditions that enable employees to remain physically healthy, socially connected and psychologically capable of performing their responsibilities effectively. Such programmes may include occupational health and safety initiatives, medical screening, health insurance, fitness and exercise activities, ergonomic interventions, counselling, stress-management activities, flexible work arrangements and employee assistance programmes (Bhoir & Sinha, 2024). A systematic review by Bhoir and Sinha (2024) found that human-resource-management initiatives can support employee wellbeing and proposed wellbeing-oriented HR practices as an important organisational mechanism for maintaining and enhancing employee wellbeing (Bosede, 2024; Rufeng et al., 2023).

Recent systematic evidence further indicates that employee wellbeing is associated with important organisational outcomes such as productivity, job satisfaction and employee retention (Pandey et al., 2025). Similarly, Hamza (2026), based on a systematic literature review, reported a significant association between wellbeing at work and performance and concluded that workplace wellbeing can promote both individual and organisational performance. This implies that employee wellbeing programmes should not be viewed exclusively as costs incurred for employees but as potentially strategic investments capable of supporting organisational effectiveness and sustainability. However, among others, this study dimensionalised employee wellbeing programmes into physical wellbeing programme and social wellbeing programme.

Physical Wellbeing Programme: Physical wellbeing programme refers to a set of deliberate organisational initiatives designed to protect and promote employees' physical health, safety and capacity to perform their work effectively. It includes measures such as occupational health and safety practices, medical screening, provision of personal protective equipment, ergonomic facilities, health education, fitness activities and access to occupational healthcare. The World Health Organization (WHO, 2025) identifies occupational health with the promotion and maintenance of workers' highest attainable level of physical, mental and social wellbeing, including the maintenance of their health and working capacity. Similarly, the International Labour Organization (ILO, 2026) emphasises that physical hazards and unsafe working conditions should be proactively identified and controlled to protect workers' safety, health and performance.

Social Wellbeing Programme: Social wellbeing programme refers to organisational initiatives designed to promote employees' positive interpersonal relationships, social connectedness, inclusion, cooperation and sense of belonging within the workplace. It may include team-building activities, peer-support systems, mentoring, employee social events, supportive communication, counselling and other activities that encourage constructive relationships among employees and between employees and supervisors. The World Health Organization (WHO, 2022) identifies positive workplace relationships and social support as important conditions for protecting mental health, while poor relationships, isolation and interpersonal conflict can constitute psychosocial risks at work. Recent evidence further indicates that opportunity-enhancing human resource practices are particularly associated with social wellbeing, demonstrating the importance of organisational practices that facilitate employees' interaction and participation (Zhao et al., 2025).

Concept of Organisational Performance

Organisational performance refers to the extent to which an organisation achieves its predetermined objectives and creates value through the effective and efficient utilisation of available resources. It refers to the outcomes achieved from organisational activities and provides an important basis for determining whether an organisation is functioning successfully within its operating environment (Chukuigwe & Jacob, 2021; Bosede, 2024; Silinda & Mpungose, 2025). Organisational performance is a multidimensional concept because organisational success cannot be adequately captured through a single financial or operational indicator. Recent literature indicates that organisational performance encompasses an organisation's ability to accomplish its objectives through operational efficiency, managerial effectiveness and successful implementation of business strategies (Almatrooshi et al., 2025; Chukuigwe & Jacob, 2021). The concept therefore incorporates both financial and non-financial outcomes that collectively demonstrate the extent to which organisational goals are being realised.

Financial outcomes may include profitability, sales growth, return on investment and revenue generation, whereas non-financial outcomes may include service quality, customer satisfaction, innovation, productivity and market competitiveness. A recent systematic review similarly observes that contemporary approaches to organisational performance measurement have moved beyond traditional financial measures to incorporate quality, customer satisfaction, innovation and stakeholder perceptions (Suparwadi et al., 2025). This broader perspective is particularly relevant because organisations operate within environments in which customers, employees, owners, regulators and other stakeholders have different expectations regarding organisational success. Consequently, performance measurement requires the selection of indicators that appropriately reflect the objectives and strategic priorities of the organisation.

Performance measurement also enables managers to determine whether organisational resources are being converted into desirable outputs efficiently and effectively. The OECD (2024) explains that productivity measures the efficiency with which inputs are used to generate outputs and identifies productivity as an important source of economic growth and competitiveness. At the organisational level, therefore, performance is concerned not only with what an organisation achieves but also with how efficiently and sustainably those results are achieved (Silinda & Mpungose, 2025). In manufacturing organisations, organisational performance may be assessed through indicators such as production efficiency, product quality, customer satisfaction, service delivery, profitability, innovation, sales growth and market share.

The concept is also dynamic because the indicators used to assess performance may change as organisational objectives, technologies, customer expectations and competitive conditions change.

Effective performance measurement therefore requires organisations to establish relevant indicators, monitor actual outcomes, compare results with predetermined standards and use performance information to support corrective and strategic decisions (Chukuigwe & Jacob, 2021). For paint manufacturing firms, organisational performance is particularly important because intense competition requires firms to satisfy customers, deliver products and related services effectively and maintain a strong position within the market. However, this study measured organizational performance in terms of service delivery and market share. This measures recognise organisational performance as a broad outcome that reflects both the effectiveness of customer-oriented activities and the firm's competitive position within the paint manufacturing industry.

Service Delivery: Service delivery refers to an organisation’s ability to provide products or services to customers in a timely, reliable, responsive and consistent manner that meets their expectations. It reflects how effectively organisational processes and employees translate available resources into satisfactory customer experiences and desired service outcomes. Recent evidence shows that reliability, responsiveness, assurance, empathy and other service-quality attributes are important in determining customers’ evaluations of service delivery and satisfaction (Chukuigwe & Jacob, 2921; Halim et al., 2025). In the Nigerian context, empirical evidence also indicates that service-quality attributes such as reliability, responsiveness, tangibility and empathy significantly influence customer satisfaction, demonstrating the importance of effective service delivery to organisational outcomes (Tamu et al., 2025).

Market Share:

Market share refers to the proportion or percentage of total sales or revenue in a defined market that is captured by a particular organisation within a specified period. It indicates the extent to which a firm is able to attract and retain customers relative to competing firms operating in the same market.

Market share can be measured using sales revenue or units sold relative to total industry sales or units sold, thereby providing an indication of the firm's competitive position (Gautam et al., 2024). Recent empirical evidence shows that market share is associated with firm performance and can serve as an important indicator of competitive position and the capacity to generate financial performance (Chukuigwe & Jacob, 2021; Gautam et al., 2024).

Theoretical Review

The job demands–resources theory was used as the theoretical underpinning of the study. The Job Demands–Resources (JD-R) Theory was propounded by Evangelia Demerouti, Arnold B. Bakker, Friedhelm Nachreiner and Wilmar B. Schaufeli in 2001 through their seminal work on the job demands–resources model of burnout (Demerouti et al., 2001; Bakker et al., 2023). The theory assumes that every occupation can be characterised by two broad categories of working conditions: job demands and job resources, which influence employees' wellbeing and functioning. It assumes that excessive job demands require sustained physical or psychological effort and can consequently produce physiological and psychological costs, including exhaustion and burnout. Conversely, job resources are assumed to help employees achieve work goals, reduce the effects of job demands, stimulate personal growth and development, and promote motivation and work engagement.

The theory implies that employee wellbeing programmes can function as valuable organisational resources that help employees cope with demanding work conditions. In this study, physical wellbeing programmes can reduce the negative effects of physical demands and occupational hazards, while social wellbeing programmes can provide supportive relationships that strengthen employees' ability to cope with work pressures. The theory therefore suggests that when paint manufacturing firms provide adequate wellbeing resources, employees are more likely to remain healthy, motivated and engaged in their work. These positive employee outcomes can subsequently enhance the quality, reliability and responsiveness of service delivery and strengthen the firm's competitive position and market share among paint manufacturing firms in Rivers State.

Empirical Review

None et al. (2026) conducted a study on employee well-being and organizational performance: an empirical analysis of the mediating role of employee engagement. Using the assistance of a quantitative research approach, structured questionnaires on well-being, engagement, and performance measurements participation were completed by 250 respondents, who professionals work at different industries. Finding of the hypothesized relationship was done using statistical tests, combining correlation, regression, and the mediation tests. The results showed that employee well-being had a great association with organizational performance with mediation of employee engagement. The employees with a higher proportion of well-being enjoyed increased engagement rate, which subsequently had more positive outcomes in the organization in terms of productivity, innovation and retention. The findings indicate that an individual should push the interest of employees and staff to achieve a sustainable organizational performance.

Bosede (2024) investigated the correlation between employee wellbeing and organizational performance of private universities in South-South, Nigeria. The survey study's accessible population comprised 6,240 academic staff members from the private universities in South-South, Nigeria and a sample size 361 was determined with Krejcie and Morgan 1970 Table. A structured questionnaire was utilized and data analysis was conducted using Smart PLS 4.0, employing Partial Least Squares – Structural Equation Modelling (PLS-SEM). The findings reveal a significant positive relationship between physical, mental and intellectual wellbeing and organisational performance. The study concludes that a positive correlation exists between employee wellbeing and organisational performance.

Silinda and Mpungose (2025) examined the influence of workplace wellness programmes (WWPs) on employee productivity at the public accident sector (PAC) in Gauteng, South Africa. Although employee well-being is increasingly linked to organisational performance, limited research addresses the effectiveness of public-sector WWPs. A qualitative single case study was conducted with 10 purposively selected employees from different departments. Data collected through semi-structured interviews was thematically analysed. Findings reveal that while PAC offers health, counselling, and stress management initiatives, their benefits are mostly short-term, with productivity gains inconsistent across departments. Barriers such as inadequate communication, limited resources, and weak management support undermine long-term impact. The study concludes that sustainable improvements require stronger programme design, monitoring, and inclusivity. Recommendations include incorporating measurable productivity indicators, enhancing management commitment, and addressing structural challenges to build a supportive organisational culture that fosters both employee well-being and productivity.

Rufeng et al. (2023) assessed the impact of worker happiness on business results in the manufacturing industry. This research provides valuable insight into how workers feel about and anticipate receiving the benefits offered by their employer. The empirical technique of research is being applied in this investigation. The primary data for this research was collected using questionnaires. One hundred manufacturing workers make up the sample. This study provides useful information on the importance of employee well-being in inspiring productivity at work and the extent to which it contributes to the success of an organisation. The research establishes a causal relationship between workers' happiness and their productivity and attitude toward their workplace setting. Improve your job performance using the knowledge gained from this article by learning what your employees need from the company.

Knowledge Gap

Existing studies generally establish a positive connection between employee wellbeing and organisational performance (None et al., 2026; Bosede, 2024). However, most studies were conducted in universities, public-sector organisations, or general manufacturing settings rather than paint manufacturing firms in Rivers State (Bosede, 2024; Silinda & Mpungose, 2025; Rufeng et al., 2023). Furthermore, previous studies largely examined broad employee wellbeing, workplace wellness or worker happiness rather than specific physical and social wellbeing programmes. The studies also emphasised outcomes such as productivity and general organisational performance rather than service delivery and market share as distinct performance measures. Therefore, the present study addresses these contextual and conceptual gaps by examining employee wellbeing programmes and organisational performance among paint manufacturing firms in Rivers State.

METHODOLOGY

This study utilized a cross-sectional survey research design. The population of the study was 18 registered paints manufacturing firms in Rivers State, Nigeria. The entire population was used as the sample size of the study, since the population was not too big to be studied and its analysis was at the organizational level. However, five (5) key managers were selected from each paint manufacturing firm to form their respondents. These managers include general manager, human resource manager, production manager, marketing manager and financial manager. Therefore, 90 managers served as respondents for the study. A structured questionnaire titled "Employee Wellbeing Programmes and Organisational Performance Index (EWPOPI)". The questionnaire was designed in four point likert rating scale format with the following response options: Strongly Agreed (SA) 4, Agreed (A) 3, Disagreed (D) 2, and Strongly Disagreed (DS) 1. Validity of the research instrument was achieved through expert vetting. The reliability of the instrument (0.77) was ascertained through the Cronbach Alpha. 65 copies of distributed questionnaires were successfully filled and retrieved. Hypotheses were examined using the spearman rank order correlation coefficient with the aid of Statistical Package for Social Science (SPSS Version 25) at 0.01 level of significance.

RESULTS AND DISCUSSION OF FINDINGS

Ho_1: There is no significant relationship between physical wellbeing programme and service delivery of paint manufacturing firms in Rivers State.

Table 1 Relationship between Physical Wellbeing Programme and Service Delivery

		Physical Wellbeing Programme	Service Delivery
Physical Wellbeing Programme	Correlation Coefficient	1.000	.624**
	Sig. (2-tailed)	.	.000
	N	65	65
Service Delivery	Correlation Coefficient	**.624****	1.000
	Sig. (2-tailed)	.000	.
	N	65	65

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

Source: Survey Data, 2026

Table 1 above shows r value of 0.624 at a significance level of 0.00 which is less than the chosen alpha level of 0.01. Since the significance value 0.000 is less than the alpha level of 0.01, the null hypothesis (Ho_1) which states that there is no significant relationship between physical wellbeing programme and service delivery of paint manufacturing firms in Rivers State was rejected and the alternate hypothesis accepted. This implies that there is a significant relationship between physical wellbeing programme and service delivery of paint manufacturing firms in Rivers State.

Ho_2: There is no significant relationship between physical wellbeing programme and market share of paint manufacturing firms in Rivers State.

Table 2 Relationship between Physical Wellbeing Programme and Market Share

		Physical Wellbeing Programme	Market Share
Physical Wellbeing Programme	Correlation Coefficient	1.000	.801**
	Sig. (2-tailed)	.	.000
	N	65	65
Market Share	Correlation Coefficient	**.801****	1.000
	Sig. (2-tailed)	.000	.
	N	65	65

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

Source: Survey Data, 2026

Table 2 above shows r value of 0.801 at a significance level of 0.00 which is less than the chosen alpha level of 0.01. Since the significance value 0.000 is less than the alpha level of 0.01, the null hypothesis (Ho_2) which states that there is no significant relationship between physical wellbeing programme and market share of paint manufacturing firms in Rivers State was rejected and the alternate hypothesis accepted. This implies that there is a significant relationship between physical wellbeing programme and market share of paint manufacturing firms in Rivers State.

Ho_3: There is no significant relationship between social wellbeing programme and service delivery of paint manufacturing firms in Rivers State.

Table 3 Relationship between Social Wellbeing Programme and Service Delivery

		Social Wellbeing Programme	Service Delivery
Social Wellbeing Programme	Correlation Coefficient	1.000	.611**
	Sig. (2-tailed)	.	.000
	N	65	65
Service Delivery	Correlation Coefficient	**.611****	1.000
	Sig. (2-tailed)	.000	.
	N	65	65

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

Source: Survey Data, 2026

Table 3 above shows r value of 0.611 at a significance level of 0.00 which is less than the chosen alpha level of 0.01. Since the significance value 0.000 is less than the alpha level of 0.01, the null hypothesis (Ho_3) which states that there is no significant relationship between social wellbeing programme and service delivery of paint manufacturing firms in Rivers State was rejected and the alternate hypothesis accepted. This implies that there is a significant relationship between social wellbeing programme and service delivery of paint manufacturing firms in Rivers State.

Ho_4: There is no significant relationship between social wellbeing programme and market share of paint manufacturing firms in Rivers State.

Table 4 Relationship between Social Wellbeing Programme and Market Share

		Social Wellbeing Programme	Market Share
Social Wellbeing Programme	Correlation Coefficient	1.000	.740**
	Sig. (2-tailed)	.	.000
	N	65	65
Market Share	Correlation Coefficient	**.740****	1.000
	Sig. (2-tailed)	.000	.
	N	65	65

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

Source: Survey Data, 2026

Table 4 above shows r value of 0.740 at a significance level of 0.00 which is less than the chosen alpha level of 0.01. Since the significance value 0.000 is less than the alpha level of 0.01, the null hypothesis (Ho_4) which states that there is no significant relationship between social wellbeing programme and market share of paint manufacturing firms in Rivers State was rejected and the alternate hypothesis accepted. This implies that there is a significant relationship between social wellbeing programme and market share of paint manufacturing firms in Rivers State.

Discussion of Findings

The findings indicate that employee wellbeing programmes have a positive influence on organisational performance among paint manufacturing firms in Rivers State. Physical wellbeing programmes appear to enhance employees' health, safety and work capacity, thereby enabling them to perform their responsibilities more effectively. This finding is consistent with Bosede (2024), who reported a significant positive relationship between physical wellbeing and organisational performance among private universities in South-South Nigeria. Social wellbeing programmes also appear to strengthen interpersonal relationships, teamwork, employee support and cooperation, which can improve employees' ability to respond effectively to customer needs. This supports None et al. (2026), who found that higher employee wellbeing was associated with greater engagement and improved organisational outcomes, including productivity and innovation. The finding also agrees with Rufeng et al. (2023), who established that employee happiness contributes positively to productivity and workplace performance among manufacturing workers. However, the findings contrast partly with Silinda and Mpungose (2025), who reported that wellness programmes produced inconsistent productivity benefits where communication, resources and management support were inadequate. The positive effect observed in the present study suggests that wellbeing programmes can create healthier and more supportive employees, which may translate into improved service delivery. Effective service delivery can subsequently strengthen customer satisfaction, repeat patronage and the firm's competitive position, thereby contributing to increased market share.

CONCLUSION

The study concludes that employee wellbeing programmes, particularly physical and social wellbeing programmes, significantly contribute to organisational performance among paint manufacturing firms in Rivers State. Effective wellbeing initiatives create healthier, safer and more socially supported employees, which can enhance service delivery and strengthen the firms' competitive position and market share. Therefore, paint manufacturing firms should strategically invest in comprehensive employee wellbeing programmes to achieve sustainable organisational performance.

RECOMMENDATIONS

Based on the conclusions, the following recommendations were made:

1. Paint manufacturing firms should strengthen physical wellbeing programmes by providing regular medical screening, appropriate personal protective equipment, workplace safety training and adequate ergonomic facilities to protect employees' health and improve their capacity to deliver reliable and responsive services.
2. Management should enhance social wellbeing programmes through team-building activities, peer-support initiatives, mentoring and supportive communication, thereby strengthening employee relationships and collaboration that can improve customer satisfaction and ultimately increase market share.

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