



# EFFECT OF RECREATIONAL WELFARE ON EMPLOYEE PERFORMANCE IN DALHATU ARAF SPECIALIST HOSPITAL, NASARAWA STATE OF NIGERIA

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**Abstract:** *The study examines the effect of recreational welfare on employee performance in Dalhatu Araf specialist hospital, Nasarawa State of Nigeria. The study adopted survey research design. The population of this study was the 1876 employees of Dahaltu Araf Specialist Hospital Lafia Nasarawa State. The study used mapping formula to derive the sample size of 332. It is realized after administering the questionnaire that only 246 copies were returned. The study used 246 as the sample size. The study tested for reliability and found that all the instruments were reliable. The study used regression analysis with the aid of statistical package for social science version 20 to analysed the data. It was found that recreational facilities have positive and significant effect on employee performance in terms of employee productivity in Dahaltu Araf Specialist Hospital Lafia Nasarawa State. The study recommended that Dahaltu Araf Specialist Hospital Lafia Nasarawa State should continue to provide recreational facilities to employees since has positive and significant effect on employees commitment in Dahaltu Araf Specialist Hospital Lafia Nasarawa State.*

**Key Words:** *Recreational welfare, employee performance, employee productivity.*

## 1. INTRODUCTION:

As the need for recreation grows, the trend toward workplace recreation has accelerated.

Numerous sports and entertainment facilities have made an effort to accommodate this demand by offering a variety of leisure and recreation activities for paid workers. Additionally, businesses have spent time and money developing recreational spaces on the job. Recreational activities are the most effective subset of sports in terms of promoting health, and significant efforts are being made to make them available to all societal strata using a variety of models and technologies that enhance organizational performance. Sports instructors can design engaging events by utilizing various techniques and models to draw participants of all ages to such activities. Such initiatives are critical, particularly for young people. Previous research has also shown that engaging in these leisure activities at a young age increases the likelihood that one will do so in later life. The Dalhatu Araf Specialist Hospital in Nigeria's Nasarwa State has provided recreational benefits to its staff throughout the years to boost their productivity. The purpose of the recreational welfare was to improve employee performance in terms of productivity, and employees frequently took advantage of it. However, a pilot study carried out by the researcher in 2022 revealed that employee performance in the business is not improving as a result of staff inefficiency, low production, and ineffective task execution.

Numerous researchers from various nations have researched the variable, according to the empirical studies that are currently available, but none of these studies employed employee productivity to gauge employee performance. Additionally, none of these studies evaluated the output, efficiency, or effectiveness of the staff as a gauge of their productivity. It should be emphasized that none of these research looked at the variables at the Dalhatu Araf specialized hospital in Nigeria's Nasarwa State. The objective of this study is restricted to the effect of recreational facilities on employee performance in Dalhatu Araf specialist hospital, Nasarwa State of Nigeria. The specific objective of this study is to determine the effect of recreational facilities on employee productivity in Dalhatu Araf specialist hospital, Nasarwa State of Nigeria. In line with the objective of this study, the researcher develop null hypothesis for this study as:



H01: Recreational facilities have no significant effect on employee productivity in Dalhatu Araf specialist hospital, Nasarwa State of Nigeria.

## 2. CONCEPT OF RECREATIONAL WELFARE:

Programs for workplace recreation are activities that enhance the well-being of employees in an organization (Mokaya & Gitari, 2018). These initiatives consist of yearly family outings, sporting events, vacations, gym memberships, and sporting venues (Mak & Sockel, 2017). They also comprise wellness-promoting initiatives including weight-loss workshops, cancer and hypertension screenings, substance-use management training, self-help or counseling courses, and financially-assisted pharmaceutical therapies (Goetzel & Ozminkowski, 2018). These initiatives aim to inspire workers, boost morale, and improve job satisfaction (Akmal & Ghazali, 2015). The impact of recreation programs on work performance and productivity have been the subject of much academic study.

For instance, Wattles and Harris (2015) found that health promotion initiatives led to a decrease in health claims as well as increased productivity, decreased absenteeism, and a higher return on investment. Recreation is a leisure activity, and it is fundamental to human biology and psychology that we engage in leisure activities. Activities that are done for enjoyment, entertainment, or pleasure at work are frequently regarded as enjoyable and entertaining. It appears that the word "recreation" was first used in English in the late 14th century, at first to refer to refreshment or the treatment of a sick person (Armstrong, 2016).

### Concept of employees Performance:

Employee performance involves utilizing knowledge, talents, experiences, and skills to successfully do the assigned task required by their superiors (DuBrin, 2016). Good service delivery results from this, which influences how well an organization performs. According to Babib and Boles (2018), motivating and assisting staff to work as effectively and efficiently as possible in accordance with organizational needs, such as job satisfaction, dedication, and perceived psychological contract (Armstrong, 2019).

Employee performance, according to Ekpenyong & Ekpenyong (2016), is a term used frequently in the human resources industry to describe an individual's capacity to contribute more effectively and efficiently to the organization. It includes all elements that have an impact on or are connected to the employees' work, whether directly or indirectly. The point at which a person's degree of motivation becomes directly involved is one assessment of job results that helps determine individual factors like aptitude and experience, organizational supports like resources and technology, and work effort. Employee performance can also be thought of as the sum total of an employee's direct and indirect contributions to the objectives of the organization.

"Employee performance is the cumulative effect of the talents, efforts, and abilities of all the employees involved in organizational increased productivity leading to its goal achievement," according to Dahkoul (2018). The efforts made to attain goals are indicated by improved organizational performance, which calls for greater staff effort. Additionally, it holds that an employee's performance is often distinct, steady, predictable, determinable, and controllable (Monroe, 2015).

The existence of numerous stakeholders (shareholders, employees, customers, suppliers, the community, and regulatory government agencies) within the firm, each with different and occasionally incompatible requirements and expectations, contributes to the definitional difficulty. A number of indices of organizational performance are the result of this. Employee behavior is the basic definition of employee performance. Employee performance may be measured by the following factors: number, quality, punctuality, attendance, and cooperativeness (Güngör, 2015).

Employees performance is the degree which an employees in organization achieves it goals, the degree an organization acquires the needed resources, the degree an organization maintains internal harmony, and the degree an organization satisfies it stakeholders, (Nwanzu, 2015). The level of an employee's performance is determined by how well they contribute to the organization's goals, how well they secure the resources they require, how well they preserve internal harmony, and how well they satisfy their stakeholders (Nwanzu, 2015).

### Employee Productivity:

Employee productivity is the primary factor influencing company productivity and organizational effectiveness, according to Wadu and Chiang (2019). Employee productivity, according to Chiradeep (2020), is an assessment of the beliefs each worker has developed over a specific period of time. Additionally, there is a direct correlation between performance and the effectiveness of the work. Employee productivity is described by Neyna (2021) as a balance between all production parameters that will result in the greatest output at the lowest cost. Employee productivity is considered a key assemble or line up to achieve outcomes and have a strong link with stated aims of a company, according to Abbas and Yaqoob (2009) cited in Puneet (2017).



According to Dave (2021), employee productivity means that your team is active and productive and makes good use of their working hours to produce more significant and superior results in a shorter amount of time. Employee productivity is defined by Abdullahi, Ali, and Abubakar (2020) in terms of the level of effective production. Additionally, productivity is a ratio of the resources needed to produce an outcome to those actually produced (inputs). Employee productivity is a crucial component of every business, according to Manuela (2020), and when top management grasps this idea, success is right around the corner.

Productivity measures how well an organization operates and is measured in terms of output over a predetermined time. Productivity is the difference between an organization's production and its specified goals and objectives (Farlex, 2015). Based on an employee's performance in comparison to the industry average, workplace productivity can be calculated. The quantity of a good or service that one worker handles in a certain amount of time is used to measure productivity (Piana, 2015). Staff productivity has become a key goal for corporations because employee productivity is mostly what determines an organization's success (Cato & Gordon, 2019; Sharma & Sharma, 2015). Efficiency evaluates how well inputs are converted into outputs or the relationship between inputs and outputs (Low, 2015). There is a distinction between organizational efficiency and business efficiency, claim Pinprayong and Siengthai (2016). Organizational efficiency represents the improvement of internal organizational processes, such as organizational structure, culture, and community, whereas business efficiency indicates the performance of the input to output ratio. The management, quality, and profitability productivity of an organization may be improved by having a highly effective organization. Seven dimensions were developed by Pinprayong and Siengthai (2015) for the measuring of organizational efficiency: Development of management and business systems, corporate and employee styles, staff commitment motivation, and employee development are all aspects of organizational strategy.

### **Equity Theory:**

According to Adams' (1963) theory of equity, people aim for a fair balance between the contributions they make to their jobs and the rewards they receive from them. Adams referred to the two as inputs and outputs, respectively. According to Adams, inputs often include hard labor, effort, loyalty, devotion, competence, and ability. Others included flexibility, tolerance, willpower, heart, and soul. He also included personal sacrifice, encouragement from coworkers and subordinates, passion, and faith in our employer and superiors as other considerations. He explained that outputs are typically a combination of tangibles (such as recognition, reputation, praise and thanks, interest, responsibility, stimulus, travel, training, development, sense of achievement, advancement/growth, and promotion) and intangibles (such as pay, salary, expenses, perks, benefits, pension arrangements, bonus, and commission). Armstrong and Stephens (2005) claim that an employee who is treated fairly is more motivated than one who is treated unfairly. According to Lease (1998), satisfied employees are more productive, devoted to their employer, and less likely to be absent from work. According to Mullin (2005), cited in Osabiya (2015), managers can increase job satisfaction among staff members by including them in decision-making and understanding that people are more inclined to accept and support organizational initiatives when they believe they are fair. However, this theory is predicated on the idea that employees are equally sensitive to fairness, despite the fact that research indicates that a number of demographic, psychological, and environmental factors influence employees' responses to perceived parity or inequity in different ways (Huseman, Hatfield, & Miles, 1987).

The management theory's consequence is that the manager must always make sure that he is just and equitable. As a result, the issue of employee motivation in a business requires a more dynamic approach. The main force is the equity notice. The person feels unfairness when the ratios are compared in an unfair manner. When a person's ratio of outputs to inputs is either lower or higher than that of other people, it may cause them to feel unfair (Carrel & Dittrich, 2009). Workers, for instance, favor fair compensation above overpaying. Tension is a bad feeling that results from an unjust feeling. The single most important idea for managers to remember about equity theory is that if rewards are to motivate employees, they must be perceived as being equitable and fair.

### **2. EMPIRICAL STUDIES:**

Sobia, Farah and Farooq-E-Azam (2012) determine the effect of recreational activities including indoor and outdoor games, contests, competitions, festivals and celebrations of various events etc. conducted by organizations on job satisfaction of employees. They used survey and interview method has been used. Structured questionnaire were administered through e-mail to sixty respondents from two companies in the telecommunication sector. Hypothesis testing has been done through 'Regression Analysis' and ANOVA. Recreational and entertainment activities may bring a positive change in job satisfaction level but it is not the sole contributor of job satisfaction. Moreover, it can be implied that employees at different level have different needs and desires.



Caroline (2013) determine the effect of workplace recreation on the well-being and performance of employees at the Commission for University Education (CUE). Existing literature did not address both wellbeing and performance with regards to workplace recreation. The researcher sought to fill this gap by investigating the effect of physical fitness programmes, mental health programmes, and workplace entertainment programmes on both the wellbeing and the performance of employees. Descriptive research design was used. A sample size of 66 personnel was selected from a population of 80. Pre-tested structured questionnaires were then distributed to the sample size. Only 59 questionnaires were filled, representing a response rate of 89%. The responses were coded and analysed using quantitative methods including means, percentages, standard deviations, frequency distributions, Pearson correlation, coefficient of variation, and two-tailed tests. The analyzed results were presented in the form of tables and figures. The findings revealed that physical fitness programmes improved work quality, job performance, productivity, and morale. Mental health programmes lowered stress and anxiety and improved awareness of work stressors, alertness, and mental capability. Lastly, entertainment programmes improved group commitment, team performance and productivity. The results confirmed that fitness, mental health and entertainment in workplace recreation had an effect on employee performance and wellbeing. Correlation tests on the strength and significance of variables' effects showed that physical fitness and mental health had strong positive correlations with employee performance and wellbeing.

Aniqa et al (2018) studied the impact of recreational activities on the employee productivity and for this the total of 350 sample is occupied from the bank's employee of Karachi Pakistan. The methodology of this research is quantitative in nature. The data is collected through non-probability convenience sampling that was tasted on SPSS statistical software however, technique used to collect data is a close ended questionnaire. There were three independent variables and one dependent variables. The independent variables are physical fitness, mental fitness and entertainment activities and dependent variables is job satisfaction. The finding through this research revealed that the independent variable effects positivity on the dependent variable.

Enenifa and Akintokunbo (2020) examined the relationship between workplace recreational activities and employee effectiveness in Deposit Money Banks in Yenogoa, Bayelsa State. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. The population of the study was 277 employees of nineteen (19) Deposit Money Banks in Yenogoa, Bayelsa State. The sample size of 164 was determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. Findings from the data analysis revealed that there is a significant the relationship between workplace recreational activities rand employee effectiveness in Deposit Money Banks in Yenogoa, Bayelsa State

**3. METHODOLOGY:**

The research design for this study was survey method using primary source through a structured questionnaire. The population of this research covered all the employee of Dahaltu Araf Specialist Hospital Lafia Nasarawa State. According to Human Resources Department Record as at 2022, there was 1876 staff of the organization. However, the population of this study was the 1876 employees of Dahaltu Araf Specialist Hospital Lafia Nasarawa State. In order to effectively determine the sampling representative of the entire population of the Dahaltu Araf Specialist Hospital Lafia Nasarawa State, Sample size determination was used to have a sizeable number of respondents participating in the study. To this end, Gill, Johnson and Clark (2010), as cited in Teherdoost's (2017) sample size determination table, was adopted at 0.05 margin error and a confidence level of 95. Based on the sample size table, the sample population is now three hundred and six (306) respondents as depicted in Table 1.

Table 1: Determination of Sample Size for a Given Population

	The variance of the Population. P=50%		
	Confidence Level =95% Margin of Error		
Population Size	0.05	0.03	0.01
50	44	48	50
75	63	70	74
100	79	91	99





150	108	132	148
200	132	168	196
250	151	203	244
300	168	234	291
400	196	291	384
500	217	340	475
600	234	384	565
700	248	423	652
800	260	457	738
1000	278	516	906
1500	306	624	1297
2000	322	696	1655
3000	341	787	2286
5000	357	879	3288
10000	370	964	4899
25000	378	1023	6939
50000	381	1045	8037
100000	383	1056	8762
250000	384	1063	9249
500000	384	1065	9423
1000000	384	1066	9513
10000000	384	1070	9545

Source: Gill, Johnson and Clark, 2010 cited in Teherdoost (2017)

322 is the sample size for the study. Thus, sample size of 322 was adopted as it is usually not the largeness of the sample size that made a sample valid but its representativeness (Chilisa, 2012). However, 10% of the questionnaire was added to ensure a successful returned of 322. Therefore, a total copy of questionnaire was distributed to staff of Dahaltu Araf Specialist Hospital Lafia Nasarawa State to collect data for this study. The study realized that 246 copies of questionnaire was returned which indicate that the actual sample size is 246 in the study. The study used regression to study the variables. However, SPSS is used in analyzing the data in this study, and this is used because it indicates how a model fit and can include the t-test, F-test. The Ordinary least square method of regression was also adopted, and it was used to determine whether there is a relationship between the dependent variable and independent variables. The ordinary least square method is widely used methods of regression analysis. It is used to examine whether one variable is dependent on another or a combination of other variables. A statistical software package of SPSS shall be used in analysing data in this study. The statistical tool is ordinary. Simple regression model was employed to estimate the cause and effect relationship between recreational activities and employees performance in Dahaltu Araf Specialist Hospital Lafia Nasarawa State. This is expressed in this study as thus:

$$Y = \alpha + \beta X \dots\dots\dots 1$$

Where y = dependent variable,  $\alpha$  = intercept,  $\beta$  is, coefficient and x is the independent variable. However, the above model shall be expressed as:

$$EP = \alpha + \beta_1 RC + \mu \dots\dots\dots 2$$

Where:

EP= employee productivity (employee efficiency, employee output, and employee effectiveness)

RC = recreational welfare

The study also tested for reliability of the instrument and it is used to test the extent of questions accuracy in the instrument and to ascertain consistency of each of the questions (variables) in the questionnaire and the method for testing for the internal consistency is the Cronbach's Alpha, which is computed with the following model below:

$$\alpha = \frac{Nr}{1 + r(N - 1)}$$



Where:

$\alpha$ = Cronbach Alpha

N= the number of items in the scale

r= the mean inter-item correlation

A minimum of Cronbach's Alpha value of 0.7 is stated to be reliable (Ritter, 2010)

Table 2: Reliability test

Variables	Number of items	Cronbach's Alpha
Employees productivity	3	0.77
Recreational welfare	3	0.82

Source: researcher computation (2022)

Therefore, the Alpha values are reliable if it above 7.00

### Data Analysis

Table 3: Percentage Analysis for re-creational welfare

Items-	5	4	3	2	1
Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently organized weight loss classes for the organization	78(31.71)	88(35.77)	10(4.07)	33(13.41)	37(15.04)
Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently organized hypertension and cancer screenings for all staff in the organization	73(29.67)	78(31.71)	12(4.87)	23(9.35)	60(24.39)
Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently organized self-help or counseling classes for staff in the organization	68(27.64)	61(24.79)	20(8.13)	42(17.07)	55(22.36)

Source: survey, 2022

The table indicates that 31.71% of the respondents strongly agreed that Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently organized weight loss classes for the organization. 35.77% of the respondents agreed that Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently organized weight loss classes for the organization and 7.08% of the respondents were undecided. 13.41% of the respondents strongly disagreed that Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently organized weight loss classes for the organization and 15.04% of the respondents disagreed that Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently organized weight loss classes for the organization. It also indicates that 29.67% of the respondents strongly agreed that Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently organized hypertension and cancer screenings for all staff in the organization. 31.71% of the respondents agreed that Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently organized hypertension and cancer screenings for all staff in the organization and 4.87% of the respondents were undecided. 9.35% of the respondents strongly disagreed that Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently organized hypertension and cancer screenings for all staff in the organization and 24.39% of the respondents disagreed that Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently organized hypertension and cancer screenings for all staff in the organization.

Table 3 shows that 27.64% of the respondents strongly agreed that Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently organized self-help or counseling classes for staff in the organization. 24.79% of the respondents agreed that Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently organized self-help or counseling classes for staff in the organization and 8.13% of the respondents were undecided. 17.07% of the respondents strongly disagreed that Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently organized self-help or



counseling classes for staff in the organization and 22.36% of the respondents disagreed that Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently organized self-help or counseling classes for staff in the organization.

Table 4: Percentage Analysis for employees productivity

Items-	5	4	3	2	1
Employees of Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently improve their work efficiency	67(27.24)	89(36.18)	33(13.41)	28(11.38)	29(11.79)
Employees of Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently improve their work effectiveness in the organization	81(32.92)	78(31.71)	51(20.73)	20(8.13)	16(6.50)
Employees of Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently improve their work output in the organization	71(28.86)	67(27.24)	32(13.00)	33(13.41)	43(17.48)

Source: survey, 2022

The table indicates that 27.24% of the respondents strongly agreed that employees of Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently improve their work efficiency. 36.18% of the respondents agreed that employees of Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently improve their work efficiency and 13.41% of the respondents were undecided. 11.38% of the respondents strongly disagreed that employees of Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently improve their work efficiency and 11.79% of the respondents disagreed that employees of Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently improve their work efficiency. The table indicates that 32.92% of the respondents strongly agreed that employees of Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently improve their work effectiveness in the organization. 31.71% of the respondents agreed that employees of Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently improve their work effectiveness in the organization and 20.73% of the respondents were undecided. 8.13% of the respondents strongly disagreed that employees of Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently improve their work effectiveness in the organization and 6.50% of the respondents disagreed that employees of Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently improve their work effectiveness in the organization. The table indicates that 28.86% of the respondents strongly agreed that employees of Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently improve their work output in the organization. 27.24% of the respondents agreed that employees of Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently improve their work output in the organization and 13.00% of the respondents were undecided. 13.41% of the respondents strongly disagreed that employees of Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently improve their work output in the organization and 17.48% of the respondents disagreed that employees of Dahaltu Araf Specialist Hospital Lafia Nasarawa State frequently improve their work output in the organization.

Table 6: Regression Result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.993 <sup>a</sup>	.905	.905	.16538

a. Predictors: (Constant), RC, AL, HS, HU, MS

The  $R^2 = 0.90$  indicates that only 90% of variation on recreational activities can be used to explain by employees performance in terms of employees productivity (employee output, employee efficiency and employee effectiveness) in Dahaltu Araf Specialist Hospital Lafia Nasarawa State, but 10% can be explained by other factors not noted in the regression model which is referred to as error term.



ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	635.593	6	105.932	3873.112	.000 <sup>b</sup>
	Residual	9.381	343	.027		
	Total	644.974	349			

- a. Dependent Variable: EP  
 b. Predictors: (Constant), RC

The regression result shows that the model is fit for the study since the f-statistics is significant at 5% level of significance. This implies that all the variables used in the study is fit in the model and can be used to explain their effect on each other.

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.020	.031		-.630	.529
	RC	1.002	.182	.283	5.499	.000

- a. Dependent Variable: EP

Source: econometric output, 2022

Decision Rule: 5% level of significance

The result shows that recreational facilities have positive and significant effect on employees performance in terms of employee productivity in Dahaltu Araf Specialist Hospital Lafia Nasarawa State. This effect is significant since the P-value is less than 5%. Thus, we concluded that recreational facilities have positive and significant effect on employees performance in terms of employee productivity in Dahaltu Araf Specialist Hospital Lafia Nasarawa State.

#### 4. DISCUSSION OF FINDINGS:

The results of the analysis indicated that recreational facilities have positive and significant effect on employee performance in terms of employee productivity in Dahaltu Araf Specialist Hospital Lafia Nasarawa State. This implies that recreational facilities contribute positively to employee performance in terms of employee productivity in Dahaltu Araf Specialist Hospital, Lafia Nasarawa State. It is noted that recreational facilities has a significant effect on employee performance in terms of employee productivity in Dahaltu Araf Specialist Hospital, Lafia Nasarawa State. The study is also in line with equity theory which states that individuals seek a fair balance between what they put into their job and what they get out of it. Adams used the terms inputs and outputs to refer to the two, respectively. Adams stated that inputs typically include effort, loyalty, hard work, commitment, skills and ability. Others were adaptability, flexibility, tolerance, determination, heart and soul. He further added to inputs, the enthusiasm, trust in our boss and superiors, support of colleagues and subordinates, and personal sacrifice. He expounded that outputs are typically financial rewards (pay, salary, expenses, perks, benefits, pension arrangements, bonus and commission) plus intangibles (such as recognition, reputation, praise and thanks, interest, responsibility, stimulus, travel, training, development, sense of achievement, advancement/growth, and promotion).

#### 5. CONCLUSION AND RECOMMENDATION:

The study concluded that recreational facilities have positive and significant effect on employees performance in terms of employee productivity in Dahaltu Araf Specialist Hospital Lafia Nasarawa State. This implies that recreational facilities contribute positively to employee performance in terms of employee productivity in Dahaltu Araf Specialist Hospital, Lafia Nasarawa State. The study recommended that Dahaltu Araf Specialist Hospital Lafia Nasarawa State should continue to provide recreational facilities to employees since has positive and significant effect on employees commitment in Dahaltu Araf Specialist Hospital Lafia Nasarawa State.



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