

Employee Well-Being Initiatives and Organizational Productivity: A Study of Selected Frozen Chicken Farms in Ibadan, Oyo State, Nigeria

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Abstract

This study investigated the impact of employee well-being programmes on organisational productivity in some selected frozen chicken farms in Ibadan, Oyo state of Nigeria. Specifically, it investigated how work-life balance, wellness programmes and supportive work environment influenced organisational productivity. A survey of 274 employees was carried out by using a descriptive method and a structured questionnaire. Simple linear regression was used to analyse the data. It was found that work-life balance was positively and significantly related to organisational productivity ($\beta = 0.575$, $R^2 = 0.331$, $p < 0.001$). The wellness programmes had a positive and significant effect ($\beta = 0.446$, $R^2 = 0.199$, $p < 0.001$), and the supportive work environment had a positive, but less strong, significant effect ($\beta = 0.148$, $R^2 = 0.022$, $p = 0.014$). The researcher concluded that employee well-being programs are one of the significant factors affecting productivity of selected frozen chicken farms in Ibadan.

Keywords: Employee well-being, initiatives; work-life balance, wellness programmes, supportive work environment, organisational productivity.

INTRODUCTION

In recent years, the care of employees has emerged as a vital issue in modern organisations; the physical, psychological and social environment in which employees operate may affect their productivity and their contribution to the organisations' performance. However, the attention to employee well-being has now emerged as a crucial aspect of HRM, as organizations realize the importance of fostering employee health and happiness in order to achieve performance goals, as cited by Bhoir and Sinha (2024). In the same way, Hamza and Farah (2026) reported that through a systematic review, the working well-being is strongly correlated with individual and organisational performance, and Ocasal et al. (2024) explained that, good working conditions, flexible working hours, respectful working environment and employee support initiatives can lead to better labour productivity. The issue of the well-being of the employee is more important in

companies related to agriculture and poultry farming because employees can do physically challenging production, processing, handling, cleaning, storage and distribution tasks. So, achieving a balance between work and personal life, offering wellness programmes and fostering a positive work environment could provide opportunities for workers to better carry out their work duties.

Although the importance of employee wellbeing is becoming more apparent, organisations are still not confident that the level of support they offer is sufficient to support initiatives that will maintain employee productivity. The imbalance of work and life, overwork, occupational stress, lack of sleep and limited flexibility can make it harder for workers to concentrate and/or maintain their energy levels, which in turn can impact their performance. Oyewole and Adekunle (2025) noted that work-life balance is very relevant to employee performance, as working hours and mental health are positively correlated with employee performance, but work stress and personal/family pressures are negatively correlated with employee performance. Also, Ibojo and Fadare (2025) noted that work-life balance had a significant impact on the performance of academic staff in Ibadan, Oyo State. Wellness provisions are also an important consideration, especially in a workplace where employees encounter physical demands and risks.

According to Abasili et al (2023), the introduction of employee wellness programmes can positively affect the physical and mental health, work-life balance and productivity of employees, but the lack of time and organisational attitudes can hinder the implementation of the programmes. This implies that if employees in the frozen chicken farms have not got the proper welfare and health and safety support, it may lead to fatigue, sickness, stress and absenteeism in the workers, which could negatively impact organisation productivity.

A second issue is that of the types of working contexts where employee health programmes are carried out. A supportive work environment includes one in which employees have the ability to perform their duties effectively, respectful interpersonal relationships, fairness, recognition, and supervisory support, and communication. Ocasal et al. (2024) cite several factors related to wellbeing at work and labour productivity, including respectful working environments and employee-centred organisations practices. Few studies have been conducted on employee well-being in agricultural and poultry production organisations while the majority of the existing studies have focused on employee well-being in universities, public organisations, banks, civil service and traditional service-sector organisations. For instance, Oyawale and Tijani (2025) analyzed the work-life balance and performance of the employees of the deposit money banks in Nigeria, while Oyewole and Adekunle (2025) studied the Nigerian polytechnics. While these studies yield valuable evidence, the relationship between wellbeing and productivity can be different in the context of an employee working in a frozen chicken farm, as factors such as physical workload, production schedule, occupational health needs and operational conditions can influence this relationship.

The literature examined therefore points to some empirical and contextual gaps warranting the present study. First, though, while a number of studies have investigated links between employee well-being and performance, fewer studies have also focused on the relationship between work-life balance, wellness programmes, and supportive work environment as specific aspects of employee well-being programmes and organisational productivity. Secondly, there are ongoing research gaps regarding conceptualization and measurement of employee well-being and its link with organization performance (Bhoir & Sinha, 2024; Hamza & Farah, 2026). Third, most of the Nigerian evidence has focused on the educational, financial, public enterprises and civil service sectors, while empirical evidence is limited from frozen chicken farms in Ibadan, Oyo state of

Nigeria. This study thus investigated the influence of employee wellness programmes on organisational productivity of selected frozen chicken farms in Ibadan, Oyo State, Nigeria. Specifically, the main objective of the study was to examine the impact of employee well-being on organizational productivity of selected frozen chicken farms in Ibadan Oyo State Nigeria.

Research Questions

The following research questions were raised to guide the focus of the study:

1. To what extent does work life balance impact on organizational productivity of selected frozen chicken farms in Ibadan, Oyo state?
2. Do wellness programs relate with organizational productivity of selected frozen chicken farms in Ibadan, Oyo state?
3. Does a significant positive relationship exist between supportive work environment and organizational productivity of selected frozen chicken farms in Ibadan, Oyo state?

Research Hypotheses

Ho₁: Work-life balance has no significant impact on organizational productivity of selected frozen chicken farms in Ibadan, Oyo state.

Ho₂: Wellness programs has no significant impact on organizational productivity of selected frozen chicken farms in Ibadan, Oyo state.

Ho₃: supportive work environment has no significant impact on organizational productivity of selected frozen chicken farms in Ibadan, Oyo state.

Literature Review

Employee Well-Being Initiatives

In recent times, employee well-being has been identified as a significant contributor to employee productivity, the sustainable success of organizations, and the viability of business activities. In this light, the topic has become one of the most popular streams of enquiry in contemporary organizational research. Its conceptualization has, over time, undergone significant elaboration from the broader concern for health and safety to, more broadly, an understanding of employees' physical, social, psychological, and emotional experiences at work and outside the workplace (Juchnowicz & Kinowska, 2021).

Scholars have examined employee well-being from a variety of disciplinary and theoretical perspectives, with a resulting multiplicity of conceptualizations that reinforce its multidimensionality. At the macro level, well-being has been associated with societal metrics and measures such as life expectancy, environmental quality, level of social inclusion, economic development, and overall quality of life (Juchnowicz & Kinowska, 2021). However, in the context of organizations, and under the current global socioeconomic realities in Nigeria, employee well-being has been understood at the individual level of analysis, as a perception or subjective assessment of an employee's evaluation of their work experience, health, and quality of life.

Work-Life Balance

One of the most extensively debated dimension of employee wellbeing is work-life balance (WLB) as it has significant implications for employee health, productivity, and long-term work force sustainability. According to Mohamad and Abiddin (2024) work-life balance refers to a state wherein employees are able to effectively manage the conflicting demands of work and life without experiencing significant work-family conflict. Work-Life balance does not imply equal division of time devoted to work and non-work domain but it emphasizes a healthy balance between the

two domains by allowing employees to perform optimally across various domains such as the work domain and personal life domains.

Wellness Programs

Employee wellness programmes are arguably the most comprehensive and strategic dimension of employee well-being initiatives in modern organizations. They are structured organisational interventions aimed at enhancing and maintaining the physical, psychological, emotional, and social well-being of employees through preventive, developmental, and supportive activities. In contrast to conventional occupational health practices that focused merely on treatment of illnesses and occupational accidents, prevailing wellness strategies adopt a preventive paradigm intended to prevent the onset of health problems, facilitate employees' healthy lifestyles, and create positive work environments conducive to employee well-being (Malek et al., 2025). Accordingly, wellness programmes constitute a strategic human resource management practice that interlinks employee health, well-being, and organisational productivity.

Supportive Work Environment

Work environment Another key dimension of employees well-being and efficiency is a conducive work environment. Work environment is a healthy workplace that features good interaction among the team, support from the supervisor, psychological comfort, social justice, good communication, mutual respect, sufficient resources and organizational practices that support individuals to carry out their duties effectively and to take care of their physical and psychological health (Ahmad et al., 2023). A good work environment entails employees working in trusting, collaborative, inclusive and learning organizations.

The idea of a supportive work environment stems from the perspective of perceived organizational support (POS), pioneered by Eisenberger et al (1986). This perspective perceives that employees have general beliefs about the level to which their organization values their contribution and takes care of their needs. An environment perceived to have high levels of organizational support will result in greater psychological attachment to the organization, increased commitment to the organization, greater job satisfaction and motivation to reciprocate through improved performance. A supportive work environment can have positive effects on this social and psychological contract.

Organizational Productivity

According to Sharpe and Mobasher Fard (2022), Organisational Productivity is the ratio of resources consumed by the organisation and the results obtained from the resources. Labour productivity can be linked to employee happiness and well-being, as this can improve employees' work performance and efficiency (Bellet, De Neve and Ward 2023). Organisational productivity, thus, is the capacity of any organisation to produce desired output using the optimum use of its human, material, financial and technological resources. Organisational productivity in frozen chicken farms comprises efficient production activities, effective use of feed and other inputs, minimising waste and production of quality chickens, and timely completion of the production process. Work-life balance can impact on organizational productivity as it supports employees to effectively balance work duties with their personal needs and prevents undue strain on employees. Wellness programmes can also promote employees' physical and psychological well-being. Akaschule et al. (2023) opined that employee wellness initiatives can help employees achieve optimal health, work-life balance, and productivity.

Theoretical Framework: Job Demands-Resource Theory

The Job Demands–Resources (JD-R) Theory developed by Demerouti et al. (2001) and enhanced by Bakker and Demerouti (2017) offers relevant theory to support the connection between employee well-being programmes and organisational productivity. The theory suggests that each job includes two sets of things: job demands (those that need continual physical or psychological effort) and job resources (those that encourage employees to reach their job goals, lower job demands and motivate them). Job resources like a supportive working environment, support from employees and opportunities to improve well-being can foster employee motivation, engagement and performance, according to Bakker and Demerouti and Sanz-Vergel 2023. This theory is especially relevant for workers in frozen chicken farms who may be subjected to physically demanding production tasks, extended working hours, repetitive tasks, and other work stressors that may impact their productivity and health.

Work-life balance programmes can be used to assist employees in balancing work and personal life, and wellness programmes can be used to help employees' physical and psychological ability to manage job requirements. Likewise, a positive work culture can offer social and organisational support to help staff do their job better. As Bakker and Demerouti (2018) suggest, having sufficient job resources can positively influence work engagement and help to improve the outcomes of an organization, whereas, an excess of job demands and a lack of resources can lead to strain and decreased performance. Thus, the JD-R Theory can be used to explain the effect of work-life balance, wellness programmes and supportive work environment on organisational productivity of the selected frozen chicken farms in Ibadan, Oyo State, Nigeria.

Empirical Review

Empirical research in recent years has explored the connection between employee wellness programs and employee or organizational outcomes in various organizational settings. Huang et al., (2023) looked at the relationship between work–life conflict and employee well-being among employees in the hospitality sector in China. The study was of a quantitative survey design that quantified responses from hospitality staff and used statistical modelling to explore direct, mediating and moderating effects between work–life conflict, employee well-being and employee job performance. The results revealed that work–life conflict had a negative association with employee well-being, which in turn had a negative impact on employee performance, suggesting that reducing work–life conflict through employee friendly practices may improve employee performance.

Inegbedion (2024) explored how a work-life balance affects employees' commitment, while job satisfaction acts as a mediator. The study used cross sectional survey design and purposive sampling on 4,850 workers of four universities and four multinational companies in South-West and South-South Nigeria respectively. From the total of 370 samples, 344 valid samples were analysed using the path-diagram/structural equation analysis. The findings showed that the family, religious, leisure and health lives of employees had notable relationships with employee commitment via job satisfaction, highlighting the need for the balance between work and non-work responsibilities to be healthy for good employee outcomes.

Ojo et al. (2024) investigated the effect of a sitting reduction intervention in the workplace to improve workplace productivity, health and well-being of office workers. The study was a cluster randomised controlled trial (cRCT) with an intervention and control group and a follow up evaluation of workplace productivity and health at multiple time points. The analysis compared the outcomes within and between groups and time points. The intervention led to changes in

workplace health and well-being indicators, but not always in a way that significantly impacts productivity; an improvement in employee well-being does not always translate directly to productivity improvements.

Hamanzangwa and Mundende (2025) studied the correlation between employee wellness programmes and organisational productivity in the Disaster Management and Mitigation Unit (DMU) of Zambia. This study used a mixed methods design, consisting of a quantitative phase and a qualitative phase. The employees were selected using stratified random sampling for the quantitative part of the study and purposive sampling for the qualitative part, which included 10 employees. Multiple regression was used to analyse the quantitative data, and semi-structured interviews were used to obtain the qualitative data. The regression analysis indicated that flexible working conditions ($B = 0.385$, $p = 0.001$); health and safety programmes ($B = 0.305$, $p = 0.015$); work-life balance ($B = 0.410$, $p = 0.020$); and the employee engagement ($B = 0.489$, $p = 0.005$) significantly predicted the organisational productivity, and together they explained 67.2% of the variance in productivity ($R^2 = 0.672$).

Oyawale and Tijani (2025) examined the work-life balance and its impact on the performance of employees in selected deposit money banks of Lagos State, Nigeria. The study used survey research design, a population of 579 employees and a sample of 236 employees (determined by Yamane) from which 223 questionnaires were analysed in SPSS software by linear regression. The results indicated that workload pressure significantly affected employee productivity with a strong positive significant relationship ($\beta = 0.859$, $t = 24.533$, $p < 0.001$; $R^2 = 0.739$) and role conflict also significantly affected the employee effectiveness with a strong positive significant relationship ($\beta = 0.215$, $t = 3.211$, $p = 0.002$; $R^2 = 0.042$), so it is important to control the stress of workload in order to maintain the productivity of employees.

In the Gauteng Department of Education, Mhangwani and Malindini (2025) investigated the effectiveness of employee wellness programmes for the reduction of ill-health related absenteeism and to support the productivity of employees. The study was of qualitative research design, questionnaire and purposive sampling of 40 respondents from the head office of the department was conducted. Findings revealed that the wellness programme was considered by some as somewhat effective in the reduction of absenteeism and in supporting productivity, however challenges in implementing the programme, as well as low awareness and the need for capacity building lessened its effectiveness.

METHODOLOGY

This study utilized a descriptive survey design in the methodology. The population consists of 8all employees in six selected farms in Ibadan, Oyo State Nigeria. Based on population enumeration data obtained from the preliminary visits to the farms in Ibadan, the population is 865 employees, comprising 248 permanent workers and 617 casual workers. A sample size of 274 respondents was determined using the Taro Yamane formula.

Table 3.1: Proportionate Allocation of Sample Size by Farm and Employment Category

Farm	Population	Sample (Staff)	Sample (Casual)	Sample (Total)
Fidan Farms	55	3	14	17
Sayed Farms	190	16	44	60
Durantee Farms	120	13	25	38

Green Pasture Farms	116	6	31	37
Spectre Farms	72	6	17	23
Zartech	312	34	65	99
Total	865	78	196	274

The study used a well-structured close ended questionnaire and administered by the researchers across all targeted staff of the selected firms in Ibadan, Oyo state. The collected data were subjected to statistical analysis using descriptive statistics and linear regression estimation analysis.

Table 3.2: Variable Identification and Measurement

S/N	Variable	Acronym	Measurement Indicators
	Dependent variable		
1	Organizational Productivity	OP	Output level, task efficiency, quality of work, daily target achievement, goal attainment
	Independent variables		
2	Work-Life Balance	WLB	Satisfaction with working hours, workload management, leave policy adequacy, personal time balance, flexibility
3	Wellness Programs	WP	Health screenings availability, stress management support, physical fitness initiatives, mental health services, medical assistance access
4	Supportive Work Environment	SWE	Supervisory support, co-worker relationships, workplace safety, perceived organisational support, psychological safety

Results and Discussion

Analysis of Demographic Characteristics of the Respondents

Table 4.1: Demographic Characteristics of the Respondents

Variable	Category	Frequency	Percentage
Gender	Male	161	58.8
	Female	113	41.2
	Total	274	100
Age	18–27 years	61	22.3
	28–37 years	98	35.8
	38–47 years	73	26.6
	48–57 years	32	11.7
	58 years and above	10	3.6
	Total	274	100
Marital Status	Single	103	37.6
	Married	148	54
	Divorced/Separated	13	4.7
	Widowed	10	3.6

	Total	274	100
Educational Qualification	Primary/Basic Education	27	9.9
	Secondary Education	71	25.9
	OND/NCE	78	28.5
	HND/Bachelor's Degree	78	28.5
	Postgraduate	20	7.3
	Total	274	100
Years of Work Experience	Less than 2 years	47	17.2
	2–5 years	91	33.2
	6–10 years	76	27.7
	11–15 years	39	14.2
	Above 15 years	21	7.7
	Total	274	100
Employment Position	Farm/Production Worker	105	38.3
	Administrative Staff	48	17.5
	Sales/Marketing Staff	43	15.7
	Technical/Support Staff	51	18.6
	Supervisory/Management Staff	27	9.9
	Total	274	100

Source: Field work (2026)

Table 4.1 shows the demographic profile of the 274 respondents that were analysed. The gender distribution results reveal that 161 respondents (58.8%) were male, and 113 respondents (41.2%) were female indicating that male respondents formed a larger proportion of the workforce represented in the study. In terms of age, the largest group of respondents was between 28 to 37 years with 98 respondents (35.8%), followed by the age group 38 to 47 years with 73 respondents (26.6%) and 18 to 27 years with 61 respondents (22.3%). The mean age of the respondents was 48.3 years, with 32 (11.7%) aged 48–57 years and 10 (3.6%) aged 58 years and above. This meant that the majority of respondents were in the working age ranges. As for marital status, 148 respondents (54.0%) were married and 103 (37.6%) were single. 4.7% of the respondents were divorced or separated and 3.6% were widowed. As far as educational qualification is concerned, 78 respondents (28.5%) had OND/NCE or HND/Bachelor's Degree, 71 respondents (25.9%) had secondary education while 51 respondents (19.1%) had diploma. The 27 (9.9%) who had primary/basic education had postgraduate qualifications, as did 20 people (7.3%).

The distribution of the respondents indicated that they had different levels of education, allowing perceptions to be obtained from workers with different education levels. As per work experience distribution, 91 respondents (33.2%) had experience ranging from 2–5 years, followed by 76 respondents (27.7%) who had experience of 6–10 years. The 47 (17.2%) were those with less than two years experience; 39 (14.2%) were experienced between 11 and 15 years and 21 (7.7%) were experienced over 15 years. Finally, as per employment position, 105 respondents (38.3%) were from farm/production; followed by technical/support staff (18.6%); administrative staff (17.5%); sales/marketing staff (15.7%) and supervisory/management staff (9.9%). This distribution is also important because it represents employees of the selected frozen chicken farms in different functional positions, thus allowing for the examination of the relationship between employee well-being initiatives and organisational productivity.

4.2 Analysis of Research Questions

Research Question One: To what extent does work-life balance impact organizational productivity in selected frozen chicken farms in Ibadan?

Table 4.2: Simple Linear Regression of Work-Life Balance on Organizational Productivity Model Summary

Model	R	R ²	Adjusted R ²	F	df1	df2	p
1	0.575	0.331	0.329	135	1	272	< .001

Coefficients

Predictor	B	SE	β	t	p	VIF
(Intercept)	0.658	0.214	-	3.07	0.002	-
Work-Life Balance	0.795	0.069	0.575	11.60	< .001	1.00

Source: SPSS Output (2026)

The regression analysis reveals that work-life balance significantly predicts organizational productivity. The model explains 33.1% of the variance in organizational productivity ($R^2 = 0.331$), which indicates a substantial effect size. The overall model is statistically significant, $F(1, 272) = 135$, $p < .001$. The standardized coefficient ($\beta = 0.575$, $p < .001$) indicates a strong positive relationship between work-life balance and organizational productivity. This means that for every one-unit increase in work-life balance, organizational productivity increases by 0.795 units ($B = 0.795$). The positive coefficient suggests that employees who perceive higher levels of work-life balance tend to report higher levels of productivity. The VIF value of 1.00 confirms the absence of multicollinearity in the model. This finding implies that work-life balance initiatives, including flexible working hours, manageable workloads, adequate leave entitlements, and supervisory support for personal emergencies, contribute significantly to enhanced organizational productivity in the selected frozen chicken farms.

Research Question Two: In what ways do wellness programs influence organizational productivity in selected frozen chicken farms in Ibadan?

Table 4.3: Simple Linear Regression of Wellness Programs on Organizational Productivity Model Summary

Model	R	R ²	Adjusted R ²	F	df1	df2	p
1	0.446	0.199	0.196	67.7	1	272	< .001

Coefficients

Predictor	B	SE	β	t	p	VIF
(Intercept)	1.531	0.196	-	7.81	<.001	-
Wellness Programs	0.515	0.063	0.446	8.23	< .001	1.00

Source: SPSS Output, 2026

The regression analysis shows that wellness programs significantly predict organizational productivity. The model explains 19.9% of the variance in organizational productivity ($R^2 = 0.199$), representing a moderate effect size. The overall model is statistically significant, $F(1, 272) = 67.7$, $p < .001$. The standardized coefficient ($\beta = 0.446$, $p < .001$) indicates a moderate positive relationship between wellness programs and organizational productivity. For every one-unit

increase in wellness programs, organizational productivity increases by 0.515 units ($B = 0.515$). The VIF value of 1.00 confirms the absence of multicollinearity. This finding suggests that wellness programs such as medical check-ups, provision of personal protective equipment, health and safety standards enforcement, first aid facilities, counselling services, health education, adequate rest breaks, and occupational health measures significantly enhance organizational productivity in the selected frozen chicken farms. Employees who have access to comprehensive wellness programs are likely to be healthier, more motivated, and more productive.

Research Question Three: How does a supportive work environment affect organizational productivity in selected frozen chicken farms in Ibadan?

Table 4.3: Simple Linear Regression of Supportive Work Environment on Organizational Productivity

Model Summary

Model	R	R ²	Adjusted R ²	F	df1	df2	p
1	0.148	0.022	0.018	6.09	1	272	0.014

Coefficients

Predictor	B	SE	β	t	p	VIF
(Intercept)	2.525	0.249	-	10.15	<.001	-
Supportive Work Environment	0.192	0.078	0.148	2.47	0.014	1.00

Source: Field survey, 2026

The regression analysis reveals that a supportive work environment significantly predicts organizational productivity, albeit with a smaller effect size compared to work-life balance and wellness programs. The model explains only 2.2% of the variance in organizational productivity ($R^2 = 0.022$), representing a small effect size. The overall model is statistically significant, $F(1, 272) = 6.09$, $p = 0.014$. The standardized coefficient ($\beta = 0.148$, $p = 0.014$) indicates a weak positive relationship between supportive work environment and organizational productivity. For every one-unit increase in supportive work environment, organizational productivity increases by 0.192 units ($B = 0.192$). The VIF value of 1.00 confirms the absence of multicollinearity.

While this finding is statistically significant, the small effect size suggests that a supportive work environment alone has a limited direct influence on organizational productivity. However, the positive direction of the relationship indicates that improvements in supervisory support, interpersonal relationships, psychological safety, fairness, and recognition still contribute, albeit modestly, to enhanced productivity. This suggests that other factors may mediate or moderate the influence of supportive work environments on productivity.

Discussion of Findings

The results showed that work-life balance positively and significantly influences the productivity of the selected frozen chicken farms in Ibadan ($\beta = 0.575$, $p < .001$; $R^2 = 0.331$). This means that 33.1% of the differences in organisational productivity were due to work-life balance. The beneficial impact could be due to the fact that reasonable workloads, working hours and leaves combined with supervisor support decrease work stress and fatigue, which allow employees to be productive and focused. This result corroborates Inegbedion (2024) who reported that job satisfaction mediated the relationship between work-life balance factors and good outcomes

among employees. It also corroborates With Oyawale and Tijani (2025) which reported that workload and role-related factors significantly affected employee productivity; Hamanzangwa and Mundende (2025) which reported that work-life balance significantly predicted organisational productivity.

Additionally, the finding revealed that the wellness programmes have positive and statistically significant impact on organisation productivity ($\beta = 0.446$, $p < .001$, $R^2 = 0.199$). So, the variation in organisational productivity (19.9%) could be attributed to wellness programmes. The positive effect may be due to medical support, health and safety measures, PPE, first-aid facilities, health education and adequate rest which can minimize health related disruptions, and enhance employees' ability to carry out farm tasks. The finding corroborates the results obtained by Hamanzangwa and Mundende (2025) that health and safety programmes were significant predictors of organisational productivity. It also aligns with the findings of Mhangwani and Malindini (2025) who noted that employee wellness programmes may lead to a reduction in absenteeism caused by ill-health and the promotion of productivity; and the 2023 systematic review which reported that workplace wellness programmes may enhance workability of employees.

Finally, the study showed that a supportive work environment is positively and statistically significantly related to organisational productivity, but the relationship is weak, $\beta = 0.148$, $p = 0.014$; $R^2 = 0.022$. This indicated that only 2.2% of the productivity differences in organisations could be accounted for by the supportive work environment. This positive influence might relate to supervisory support, fairness, recognition, positive interpersonal relationships and psychological safety which enables the worker to do their job well. But, the modest amount of explanatory power indicates that the output of frozen chicken operations might also be heavily influenced by a variety of operational characteristics including workload, equipment, production processes and employee health. The findings align with Hamanzangwa and Mundende (2025) who noted that flexible working and engagement with employees are significant predictors of organisational productivity and Mhangwani and Malindini (2025) who found that wellness interventions have a positive effect on the productivity of the organisations but were influenced by implementation challenges.

Conclusion and Recommendations

The health and well-being of employees is an organisational concern as their physical, psychological and social state can affect their ability to undertake their tasks and responsibilities effectively and contribute to organisational outcomes. The importance of suitable well-being programs in the context of frozen chicken farms, where employees engage in both physical and routine production tasks, is that they can provide environments conducive to maintaining production levels. The results of this investigation revealed that the three variables – work-life balance, wellness programmes and supportive work environment – had positive and statistically significant effects on organisational productivity, but not to the same degree. The study concludes that employee well-being initiatives have a statistically significant impact on organizational productivity in selected frozen chicken farms of Ibadan, Oyo State, Nigeria. Based on the above findings, the following recommendations are made:

The management of the selected frozen chicken farms must be more effective in terms of work-life balance by having a manageable workload, reasonable working schedules, sufficient leave arrangements and flexibility where feasible, according to the operation.

Management of frozen chicken farms should enhance and maintain the employee's wellness programmes by conducting frequent medical examinations, provision of protective equipment, proper health and safety provisions, first-aid provision, sufficient rest breaks and health education. In addition, Management need to foster a positive workplace culture through improved supervision, fairness, employee appreciation, respectful relationships, and psychological safety.

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