

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

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ABSTRACT

This study examined the relationship between relaxation and employee performance in multinational oil and gas companies in south-south, Nigeria. The study adopted the correlational research design. Primary data was generated through structured questionnaire. The population of the study covered a total of 13,717(thirteen thousand seven hundred and seventeen) employees from five (5) multinational oil and gas companies located within south-south, Nigeria from which a sample size of 375 was determined using the Krejcie and Morgan's (1970) table. Primary data was generated through structured questionnaire. 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 Pearson's Product Moment Correlation Coefficient. The tests were carried out at a 0.05 significance level. Findings revealed that there is a significant positive relationship between relaxation and the outcomes of employee performance in multinational oil and gas companies in south-south, Nigeria. Hence, this study concludes that relaxation is imperative for the mental wellbeing of the employees as it contributes to their capacity for renewed enthusiasm toward roles and functions. This study therefore concludes that management of multinational oil and gas companies in South-South, Nigeria should focus on stress free environment that assures of employee relaxation; ensuring that employees are able to shift their attention from work or other related responsibilities and that way, be more relaxed and free from strain.

Keywords: Relaxation, employee performance, contextual, task, adaptive, organisation.

INTRODUCTION

The ultimate goal of people's daily lives is to maintain some level of subjective well-being. This approach would lead to the importance and need for organizational endeavors for employees in research on transformative services (Rosenbaum, Friman, Ramirez & Otterbring, 2020), which has pointed out individuals' pursuit of occupational and subjective well-being in their professional lives (Siltaloppi, Kinnunen & Feldt, 2019). However, an unsolved problem of diverse occupational groups (e.g., general practitioners) is related to occupational stress and strain, which can stimulate the necessity of an individual's recovery experience. In this sense, organizational theorists have focused on recovery experiences such as relaxation as it enables employees to restore their energy resources (Sonnentag & Fritz, 2017), which can ultimately lead to the formation of well-being impact attitude as well as improved employee performance (Gilboa, Shirom, Fried & Cooper, 2008).

Anitha (2014) described employee performance as the accomplishment of a given task. Colquitt, Lepine and Wesson (2011) argued that the premise of employee performance is such that is reflected in the employee's capacity to act or function within established parameters or thresholds as preferred by the organization. Emerging research (Pradhan & Jena, 2017) has shown that the process of 'performing' relates not only to routine activities embedded in job descriptions, but also on relationships (contextual) and learning capabilities (adaptive). Bradler, Dur, Neckermann and Non (2013) argued that underperforming workers are a bane to the organization. The inability of staff to function effectively and adequately within clearly specified roles, poses a serious problem to the organization as it can be a constraint to goal attainment. The failure to meet daily routine task quotas, provide support for co-workers or adapt to the changing demands of roles and responsibilities, hampers the worker's effort, leading to inefficiency and organizational failure (Pradhan & Jena, 2017). To this end, Saetang, Sulumnad, Thampitak and Sungkaew

(2010) suggested that organizations focus on identifying cost-effective ways of motivating and inspiring their workers – facilitating stronger levels of engagement and also increasing their performance.

Employee relaxation is imperative to ensuring the mental and social well-being of the worker (Kim & Jichul, 2022). However, research on its influence on performance is scant, as it is often highlighted as a feature of welfare, thus overlooking its unique properties and implications on the behaviour of the worker. Extant research, when addressing employee performance, has emphasized more on the broad concept of welfare. Chantal (2015) researched on employees' welfare and the job performance in public institutions in Rwamagana district in Rwanda. Worrall, Cooper, Kerrin, La-Band, Rosselli and Woodman (2016) in London researched on quality of working life: exploring managers' wellbeing, motivation and productivity. Robertson, Cooper and Johnson (2011) studied on Well-being: productivity and happiness at work in California. Hafner, Van Stolk, Saunders, Krapels and Baruch (2015) conducted a study on the wellness paradox in India. Zheng, Molineux, Mirshekary and Scarparo (2015) researched on developing individual and organizational work-life balance strategies to improve employee health and wellbeing in London. Previous studies (Imbahale, 2016) scarcely touch on specific conditions of employee relaxation and the effect of such on the outcome of task, contextual and adaptive performance. Thus, suggesting a gap in research. This study intends to fill the gap on the role of employee relaxation in the outcomes of employee performance. In this vein, this paper departs from previous studies. This study therefore examines the relationship between employee relaxation and performance of multinational oil and gas companies in south-south, Nigeria.

In view of these, this attempt was made to address the following research questions:

- i. How does relaxation relate with task performance of multinational oil and gas companies in south-south, Nigeria?
- ii. How does relaxation relate with contextual performance of multinational oil and gas companies in south-south, Nigeria?

- iii. How does relaxation relate with adaptive performance of multinational oil and gas companies in south-south, Nigeria?

Conceptual Framework

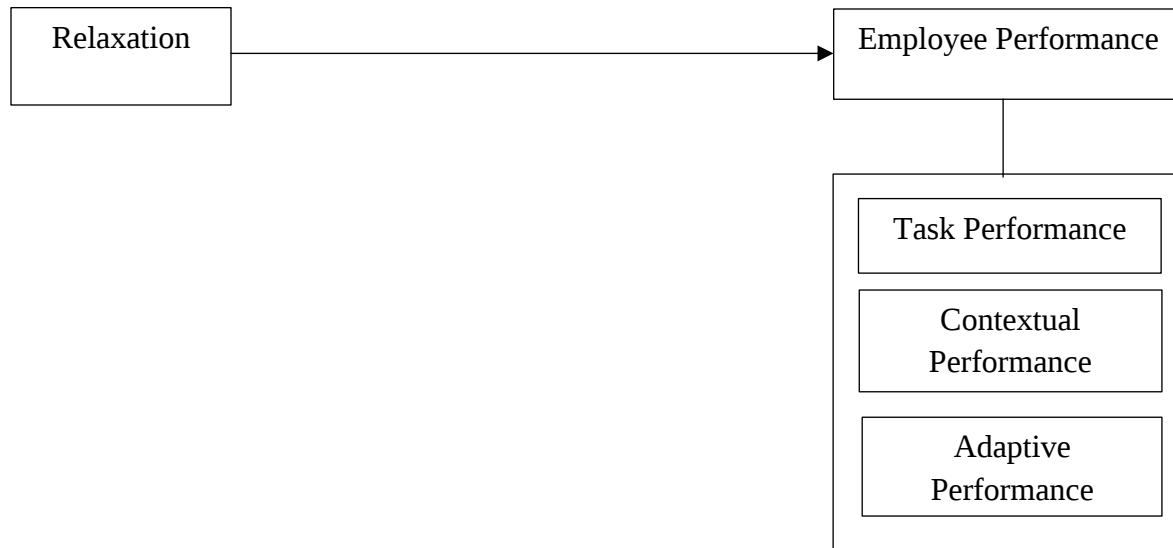


Fig. 1: Conceptual Framework of the relationship between relaxation and employee performance
Source: Desk Research (2023).

LITERATURE REVIEW

Theoretical Foundation

The underpinning theory for this study is the effort recovery theory. The effort-recovery model was developed by Meijman and Mulder in 1998 (cited in van Veldhoven, 2008). This theory posits that the investment of mental and physical resources to respond to job-related demands results in a depletion of resources (e.g., energy) and "a need to recover" (van Veldhoven, 2008). The effort-recovery model (Meijman & Mulder, 1998) suggests that work imposes certain demands on employees. To meet these demands, employees expend their psychological and physiological resources. When work demands are removed, employees return to their baseline level of functioning. Employees recover when they remove work demands (e.g., by changing the environment or detaching from work) and experience strain if they do

not (i.e., if the exposure to work demands is continuous, without recovery), with the latter leading to impaired well-being and hindered performance. Employees can prevent this impaired functioning if they stop working. In other words, it is sufficient to stop working to facilitate recovery. However, these recovery opportunities must happen on a regular basis to avoid strain. Overall, employees experience effort to meet work demands and opportunities for recovery (i.e., work breaks) in a cyclical manner to maintain their functioning. So far, research on experiences in relation to recovery has predominantly concentrated on one or more of the experiences defined by Sonnentag and Fritz (2017), namely, detachment, relaxation, mastery, and/or control. The effort recovery theory, applies to this study in the sense that its postulation to facilitate employee mental health and wellbeing which must be addressed in line with avoiding inefficiency on the job. Employee relaxation is considered important as it will enhance worker's morale and positive disposition toward roles and responsibilities can be maintained.

Conceptual Review

Concept of Relaxation

Employee relaxation describes the various activities and actions carried out in line with easing the workers tension from work (Zeb-Obipi, 2023). Through their engagement in order activities, workers are able to take their minds and attention from work and that way, reduce their stress levels (Kim & Jichul, 2022). Relaxation is important to the workers mental, emotional and social wellbeing, as it allows for a balancing of their work obligations with other less strenuous or demanding organizations which could be considered as more pleasurable to the workers. Relaxation is important in organizations as it enables workers recoup and that way reenergize themselves for a fresh level of approach toward their roles and responsibilities. Employee relaxation describes the various activities and actions carried out in line with easing the workers tension from work. Krajewski, Wieland and Sauerland (2010) defined relaxation in the workplace is one easy way to lower stress levels, reduce absenteeism, and improve productivity. While it may not be possible to always avoid stressful situations, finding solace can certainly ease the mental and emotional strain that may be felt. One way to prioritize employee emotional health and well-being is by creating a wellness or

relaxation room (Hahn, Binnewies, Sonnentag & Mojza, 2011). These spaces are designed to serve as a calming respite for individuals to feel comfortable and relaxed, whether as a break from their work or when they are feeling particularly stressed about their work (Bowler, Buyung-Ali, Knight, & Pullin, 2019).

According to Shimazu and Schaufeli (2019), a relaxed workplace can benefit your business by increasing job satisfaction and reducing stress. As any employer knows, high stress levels among employees can be detrimental to a business. Stress often causes burnout, health problems, the inability to focus and workplace conflicts. Through their engagement in order activities, workers are able to take their minds and attention from work and that way, reduce their stress levels (Kim & Jang, 2022). Although, there are some studies which have used relaxation and meditation techniques to improve employee well-being, these have often been combined with other techniques, such as time management (Binnewies, Sonnentag & Mojza, 2016) and to our knowledge only two studies have focused specifically on improving recovery processes during the work day in working people. One of these studies showed that it is possible to enhance recovery experiences (detachment, relaxation, control and to a lesser degree mastery).

Concept of Employee Performance

Performance incorporates the resulting outcomes of the performed actions of employees based on their expertise and skills. In organizational settings, employees' performance is the accumulates result of the skills, efforts and abilities of all the employees contributed in organizational improved productivity leading towards its goal achievement. Improved organizational performance indicates the efforts towards goal achievement while requiring more efforts in terms of improved employee performance (Armstrong & Baron, 2005). Employee performance is among the critical factors that contribute significantly in organizational success. Learning organizations play important role in enhancing employee performance through providing trainings and developments for their employees (Gitongu, Kingi & Uzel, 2016). Moreover, management standards to evaluate employee performance also play critical role in improving employee performance as they provide the picture of actual performance and its alignment with the

benchmarks. If discrepancies found, then these standards help bringing the outputs again towards their required levels (Mackay, Cousins, Kelly, Lee & McCaig, 2004). Employee performance also depends on their internal satisfaction towards their job. If employees are satisfied from their jobs as well as the organization than they are more keenly interested to perform well towards organizational goal achievement.

Task Performance

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

Contextual Performance

This dimension of employee performance is concerned with the workers capacity to create and maintain meaningful and supportive relationships in the organization (Pradhan & Jena, 2017; Anitha, 2014). Contextual performance is premised on the development of connections and support systems, all of which advance the required framework or settings within which employees can thrive through collaborations and

that way, achieve specified organizational objectives. Contextual performance therefore reflects the workers willingness to engage in behaviour that can be considered as altruistic and also their volunteering for particular roles as a way of assisting their co-workers (Anitha, 2014). Contextual performance is important because it represents a type of behaviour that is largely under the motivational control of individuals. Beheshtifar and Norozy (2013) assert that contextual performance involves behavioral patterns that support the psychological and social context in which task activities are performed. When employees help others complete a task, cooperate with their supervisors, or suggest ways to improve organizational processes, they are engaging in contextual performance. Campbell (1990) defined contextual performance as the ability of employees to contribute to the overall well-being of the organization. One of the most important functions of an organization is to ensure that employees are effective in performing their jobs.

Adaptive Performance

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

Empirical Review

Relaxation and Employee Performance

Relaxation is an important aspect of work. This is because it enables workers ease from the tension and stress associated with their work and roles (Kim & Jichul, 2022). Employee relaxation allows workers a shift from the strain of their functions, enabling them time to reevaluate themselves and their approaches in worker (Armstrong & Baron, 2005). More importantly, it allows workers a healthy disposition as it facilitates a fresh perception of roles when workers return. From this position, one could argue that employee relaxation, contributes toward improving workers disposition toward their work and co-workers; thus, enhancing outcomes of task, contextual and adaptive performance. The article by Rook and Zijlstra (2016) presents a study on the weekly pattern of fatigue and sleep quality, and examines the contribution of various activities towards recovery. Sport activities turned out to be negatively associated with fatigue. Interesting to note is that people apparently seem to anticipate the strain of the working week, given the fact that the lowest sleep quality is found on Monday morning. This finding suggests that recovery is a highly complex process in which also anticipatory and expectation processes play an important role (Davidson, Eden, Westman, Cohen-Charash, Hammer, Kluger & Spector, 2010).

Employee relaxation paves the way for improving the capacity of working memory by relaxing tense muscles and reducing anxiety. Many researches showed that the working memory capacity decrease with the increase of the anxiety (Mayes & Calhoun, 2007). The attention control theory explains that anxiety decreases a working memory capacity needed for the task in hand and disrupts its function by paying attention to threatening stimuli and involving central executor. Relaxation could enhance the capacity of the working memory and improve its function by helping individuals avoid sources of anxiety and notice to the task. Relaxation is an important aspect of work. This is because it enables workers ease from the tension and stress associated with their work and roles (Kim & Jichul, 2022).

Employee relaxation allows workers a shift from the strain of their functions, enabling them time to reevaluate themselves and their approaches in worker (Armstrong & Baron, 2005). Relaxation reduces anxiety and improves processing. Significant increase of organizational achievements as a result of relaxation training has been proved by many studies. More importantly, it allows workers a healthy disposition as it facilitates a fresh perception of roles when workers return. From this position, one could argue that employee relaxation, contributes toward improving workers disposition toward their work and co-workers; thus, enhancing outcomes of task, contextual and adaptive performance. In line with the literature review presented above. The following hypothesis was formulated;

H₀₁: There is no significant relationship between relaxation and task performance in multinational oil and gas companies in South-South, Nigeria.

H₀₂: There is no significant relationship between relaxation and contextual performance in multinational oil and gas companies in South-South, Nigeria.

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

METHODOLOGY

This study adopted a correlational research design. The study population comprised of 13,717 employees of 5 multinational oil and gas companies in south-south, Nigeria based on the multinational firms have been in existence and operational in Nigeria for no less than 25 years. The sample size of the study was determined by the Krejcie and Morgan sample size determination table, the sample size was three hundred and seventy-five (375) employees that were randomly selected. Structured questionnaire designed in Likert five-point scale of strongly agree to strongly disagree (Strongly Disagree =1, Disagree = 2, Undecided =3, Agree = 4 and Strongly Agree =5) was the instrument used in collecting primary data. The inferential and descriptive statistical tools were used in the analysis of data for the study. The reliability of the instrument

was ascertained through Cronbach's Alpha reliability coefficient (Table 1) with a threshold of 0.70. The reliability result indicates that the research instrument was reliable and that subjecting it for the same investigation repeatedly will produce similar results. The Pearson's Product Moment Correlation Coefficient (PPMCC) statistical tool was used in testing the hypotheses of the study.

Table 1: Cronbach's Alpha of the Study Variables

Variables	Number of items	Cronbach Alpha
Relaxation	4	0.786
Task Performance	4	0.824
Contextual Performance	4	0.824
Adaptive Performance	4	0.828

Source: SPSS Output, 2022.

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

DATA ANALYSIS AND RESULTS

Bivariate Data Analysis

The bivariate analysis in this section, focused on the assessment of the bivariate relationship between the variables - relaxation and employee performance. The tests centered on assessing the extent and direction of the relationship between employee relaxation and the measures of employee performance (task, contextual and adaptive performance). The PPMCC inferential tool is utilized as the correlation test tool, in assessing and evaluating the extent to which relaxation can be considered an explanatory variable when it comes to outcomes of employee performance.

Decision Rule: The probability value is also adopted as the criterion and basis for the acceptance of the hypothesis on the basis of insignificant relationship between the variables (where $P > 0.05$); or rejection of the null hypotheses on the basis or evidence significant relationship (where $P < 0.05$). The extent of influence is on this basis assessed using the range of correlation interpretations provided by Bryman and

Bell (2015) as adopted from Ahiauzu and Asawo (2016). The extent of influence is on this basis assessed using the rho interpretations provided by Bryman and Bell (2015) as shown in table 2:

Table 2: Description on Range of Correlation Values and the Corresponding Level of Association

Range of r with Positive and Negative sign values	Strength of Association
± 0.80 – 0.99	Very Strong
± 0.60 – 0.79	Strong
± 0.40 – 0.59	Moderate
± 0.20 – 0.39	Weak
± 0.00 – 0.19	Very Weak

Source: Adopted from Ahiauzu and Asawo (2016), *Advance Social Research Methods*

The positive (+) sign in the values of (*r*) indicates a positive relationship, while the negative (-) sign in the value of (*r*) indicates an indirect/negative or inverse relationship. Thus, the sign of the (*r*) explains the direction of association between the two variables.

Table 3: Correlation for Relaxation and Employee Performance

		Relaxation	Task Performance	Contextual Performance	Adaptive Performance
Relaxation	Pearson Correlation	1	.832**	.763**	.717**
	Sig. (2-tailed)		.000	.000	.000
	N	339	339	339	339
Task Performance	Pearson Correlation	.832**	1	.891**	.833**
	Sig. (2-tailed)	.000		.000	.000
	N	339	339	339	339
Contextual Performance	Pearson Correlation	.763**	.891**	1	.854**
	Sig. (2-tailed)	.000	.000		.000
	N	339	339	339	339
Adaptive Performance	Pearson Correlation	.717**	.833**	.854**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	339	339	339	339

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

Source: SPSS Output, 2023.

Research Question 1

How does relaxation relate with task performance of multinational oil and gas companies in south-south, Nigeria?

The PPMCC result in Table 3 is used to answer research question 1. The correlation coefficients indicate that there is a very strong positive correlation between relaxation and task performance. The direction and strength

of this relationship is depicted from the evidence of the analysis as $R = 0.832$. Therefore, the relationship between relaxation and task performance in multinational oil and gas companies in South-South, Nigeria is a very strong positive indicative of a substantial relationship.

H₀₁: There is no significant relationship between relaxation and task performance in multinational oil and gas companies in South-South, Nigeria.

The correlation of ($R = 0.832$ and $P = 0.000$), represents a strong correlation indicating a substantial relationship. Furthermore, the relationship is significant at 5% confidence level. Therefore, we posit that the null hypothesis is rejected, which entail that there is a significant relationship between relaxation and task performance in multinational oil and gas companies in South-South, Nigeria.

Research Question 2

How does relaxation relate with contextual performance of multinational oil and gas companies in south-south, Nigeria?

The PPMCC result in Table 3 is used to answer research question 2. The correlation coefficients indicate that there is a strong positive correlation between relaxation and contextual performance. The direction and strength of this relationship is depicted from the evidence of the analysis as $R = 0.763$. Therefore, the relationship between relaxation and contextual performance in multinational oil and gas companies in South-South, Nigeria is a strong positive indicative of a substantial relationship.

H₀₂: There is no significant relationship between relaxation and contextual performance in multinational oil and gas companies in South-South, Nigeria.

The correlation results in Table 3 indicate that there is a strong positive correlation between relaxation and contextual performance (0.763) which is significant at 5% level of confidence. Because of the positive value of the correlation, direction of both variables is said to be the same. Furthermore, the p-value (0.000) is less than the level of significance (0.05), hence we posit that the null hypothesis is rejected, which entail

that there is a significant relationship between relaxation and contextual performance in multinational oil and gas companies in South-South, Nigeria.

Research Question 3

How does relaxation relate with adaptive performance of multinational oil and gas companies in south-south, Nigeria?

The PPMCC result in Table 3 is used to answer research question 3. The correlation coefficients indicate that there is a strong positive correlation between relaxation and adaptive performance. The direction and strength of this relationship is depicted from the evidence of the analysis as $R = 0.717$. Therefore, the relationship between relaxation and adaptive performance in multinational oil and gas companies in South-South, Nigeria is a strong positive indicative of a substantial relationship.

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

The correlation results in Table 3 indicate that there is a strong positive correlation between relaxation and adaptive performance (0.717) which is significant at 5% level of confidence. Furthermore, the p-value (0.000) is less than the level of significance (0.05), hence we posit that the null hypothesis is rejected, which entail that there is a significant relationship between relaxation and adaptive performance in multinational oil and gas companies in South-South, Nigeria.

Therefore, the results for the first set of hypotheses with regards to the relationship between relaxation and employee performance presents the outcome from the analysis which identifies relaxation as a predictor and explanatory variable when it comes to the behaviour and functional outcomes of the workers; suggesting that the more relaxed and favourably disposed the workers are within the workplace, the more they are able to improve on their performance outcomes. Thus, the following findings are put forward:

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

DISCUSSION OF THE FINDINGS

The findings of this study position relaxation as a significant predictor of employee performance within the context of multinational oil and gas firms in South-south, Nigeria. This follows Mokaya and Gitari (2012) position that organizations and individuals are gradually appreciating the concept of planning and managing employee breakroom as part of human resource development. Mokaya and Gitari (2012) observed that the action of scheduling some leisure time during the day allows employees to replenish their psychological and emotional batteries, which can contribute to better job performance.

Companies are becoming more involved in workplace breakroom activities and wellness programs in order to improve their employees' physical and mental health. According to Hoyer, Smith, Nicholson and Stewart (2018), the desire for man-made extra recreational resources and facilities such as workplace breakroom is higher than it has ever been. Despite the proliferation of leisure, coffee shops and sports clubs, many businesses have committed significant sums of money to provide similar amenities in the workplace.

Mokaya and Gitari's (2012) research also investigated the impact of entertainment and social aspect of workplace recreation on employee performance. Their research showed that workplace entertainment helped employees relax, feel great, derive enjoyment, and realize their social needs. Furthermore, the study revealed that entertainment such as staff parties provided opportunities for employees to receive feedback on their performance as well as receive recognition for their achievements. Furthermore, employees derived

enjoyment and pleasure from team building activities, staff parties, and aerobics which then reflected as improved commitment, bonding, and well-being of employees; as captured or reflected within the workplace breakroom.

Relaxation is generally associated with free time available to an individual when his or her job duties have been met. Activities during relaxation time are typically aimed to make a person feel less stressed and happy. Relaxation should not only be associated with activity and time but can also be related to a person's attitude towards the relaxation experiences and as such their disposition toward work (Beatty & Torbert, 2013). Employee relaxation is often seen as the opposite of work. Release, freedom, and fun are the terms often associated with relaxation from work; in contrast, routine, compulsion, and restriction are the terms often associated with work (Guerrier & Adib, 2013).

Although there are stark differences between relaxation and work, these two constructs are not exact opposites. Relaxation and work have constantly intertwined and are interdependent of one another. Relaxation can be employed as a method to achieve employees' goals at work; renewing their enthusiasm to work and enhancing their performance (Beatty & Torbert, 2013). In studies related to work, scholars (Beatty & Torbert, 2013) revealed how employees can acquire many means to integrate the activities of relaxation, leisure and fun into their working time.

CONCLUSION AND RECOMMENDATIONS

Based on the results of the test of hypotheses and the discussion of the findings, the study concludes employee relaxation is imperative for mental wellbeing and contributes towards the capacity for renewed enthusiasm toward roles and functions, in that way, would enhance task, contextual and adaptive performance within the context of multinational oil and gas companies in South-South, Nigeria. This conclusion is put forward in view of the position of this research on the relationship between relaxation and employee performance of multinational oil and gas companies in the South-South, Nigeria. The study thus

recommends that management of the multinational oil and gas companies in South-South, Nigeria should focus on stress free environment that assures of employee relaxation; ensuring that employees are able to shift their attention from work or other related responsibilities and that way, be more relaxed and free from strain.

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