
EMPLOYEE WELL BEING AND ORGANIZATIONAL PERFORMANCE OF PRIVATE UNIVERSITIES IN SOUTH-SOUTH, NIGERIA

By

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ABSTRACT

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

Key words: Employee Well Being, Mental Wellbeing, Physical Wellbeing, Intellectual Wellbeing, Organizational Performance, Operational Efficiency, Long-term Viability and Growth.

INTRODUCTION

Employee well-being and organizational performance are crucial factors that significantly influence success and sustainability (Turban and Yan, 2016; Bayhan et al., 2020). Performance propels innovation, adaptability success and sustainability and key metrics like research output and industry collaborations serve as gauges of the ability to innovate and stay pertinent. A robust performance not only attracts top talent but also elevates the quality of teaching and research, bolstering the institution's reputation and competitiveness in higher education (Singh, 2023; Hemsley-Brown & Oplatka, 2006). Hence, the dedication of faculty, staff, and administrators is crucial in achieving academic excellence and maintaining a competitive edge, likewise prioritizing organizational performance and wellbeing, can foster an environment conducive to creativity, agility, and adaptability, essential for meeting the dynamic demands of society and the market.

A sector characterized by fierce competition requires performance as a linchpin for maintaining a competitive edge. Effective organizational performance enables private institutions to differentiate themselves from competitors by offering unique programs, providing superior student services, and achieving higher rankings and accreditations. Competitive advantage is essential for attracting students, top talent, research funding, philanthropic support and support from stakeholders (Altbach & Knight, 2007). In essence, organizational performance is foundational to the mission, reputation, and long-term success of private universities. Through a commitment to excellence across various performance dimensions, these institutions can fulfil their educational mandates, advance knowledge creation, and make meaningful contributions to society.

Institutions with robust performance metrics, such as high student retention rates, efficient resource utilization, and diversified revenue streams, are better positioned to weather economic fluctuations and funding challenges. This financial stability enables universities to invest in infrastructure, technology, faculty development, and student support services, ensuring long-term viability (Johnstone & Marcucci, 2010). Moreover, organizational performance serves as a litmus test for stakeholder confidence. Students, faculty, alumni, donors, and regulatory bodies scrutinize performance indicators to assess the credibility and value proposition of private universities. Institutions with a track record of strong performance inspire trust among stakeholders, leading to increased enrolment, alumni engagement, philanthropic support, and adherence to regulatory standards (Hemsley-Brown & Oplatka, 2006).

However, the performance of an organization is intricately linked to the well-being of its employees. When employees experience high levels of well-being, they are more likely to be engaged, motivated, and productive in their roles. A culture that prioritizes employee well-being fosters a positive work environment where employees feel valued, supported, and empowered. This, in turn, cultivates a sense of loyalty, commitment, and alignment with organizational goals, driving performance excellence (Schein, 2016). Employee well-being encompasses physical, mental, and emotional health. Healthy employees are more productive, resilient, and able to cope with work demands effectively. Investing in employee well-being initiatives, such as wellness programs and mental health support, enhance motivations, productivity, commitment (Harter et al., 2002) and can lead to improved performance outcomes (Goetzel et al., 2010; Ganesh, 2024). Conversely, poor employee well-being can lead to absenteeism, burnout, turnover, and diminished job performance, ultimately undermining organizational effectiveness and reputation.

In recent years, there has been growing recognition of the interdependence between employee well-being and organizational performance in the context of private universities. Fostering a culture of well-being within academic institutions not only benefits individual employees but also positively impacts student learning outcomes, faculty research productivity, and institutional reputation (Schein, 2016). Moreover, organizations that prioritize employee well-being are better positioned to attract and retain top talent, cultivate a positive work environment, and adapt to changing market dynamics and stakeholder expectations (Wright & Cropanzano, 2000). Given the importance of employee well-being and organizational performance in private universities, this study aims to explore the relationship between these two constructs and identify strategies for enhancing both simultaneously to fulfil educational missions, contribute to student success, and make meaningful contributions to society.

STATEMENT OF PROBLEMS

Organizational performance problems stemming from employee well-being issues can have far-reaching implications. When employees are experiencing low well-being, such as high levels of stress, burnout, or dissatisfaction, their productivity tends to decline. Reduced productivity can manifest as missed deadlines, errors in work, and lower output levels, ultimately impacting organizational performance metrics (Demerouti et al., 2001). Poor employee well-being can lead to higher rates of absenteeism and turnover. Employees who are struggling with their well-being may take more frequent sick days or leave of absences, disrupting workflow and productivity. Additionally, dissatisfaction with work conditions or organizational support may prompt employees to seek employment elsewhere, resulting in talent loss and increased recruitment costs (Fisher, 2010).

Diminished employee engagement often occurs. Employees experiencing low well-being are less likely to be engaged with their work and the organization. Engaged employees invest themselves emotionally and intellectually in their roles, contributing to higher levels of performance, innovation, and commitment. Conversely, disengaged employees may exhibit apathy, disinterest, and decreased motivation, leading to underperformance and decreased organizational effectiveness (Saks, 2006). A culture that neglects employee well-being often fosters distrust, resentment, and disengagement among employees. This can create a toxic work environment characterized by low morale, interpersonal conflicts, and resistance to change, hindering collaboration and innovation (Luthans et al., 2010).

Negative publicity surrounding employee dissatisfaction, high turnover rates, or workplace stress can tarnish reputations, deter prospective students, faculty, donors, and partners from affiliating with the institution and rebuilding trust and repairing a damaged reputation can be costly and time-consuming, impacting the institution's standing in the higher education sector (Chun, 2005). Addressing this issue requires a multifaceted approach, that prioritizes initiatives that promote employee health, happiness, and engagement, such as wellness programs, flexible work arrangements, mental health support, and leadership training. By investing in their employees' well-being, private institutions can cultivate a positive work environment, enhance performance outcomes, and sustain long-term success.

AIM AND OBJECTIVES

The aim of this study is to examine the relationship between employee well-being and organizational performance of private institutions in South-South, Nigeria. The specific objectives are:

1. To assess the relationship between physical wellbeing and operational efficiency of private institutions in South-South, Nigeria.

2. To determine the relationship between physical wellbeing and long-term viability and growth of private institutions in South-South, Nigeria
3. To examine the relationship between intellectual wellbeing and operational efficiency of private institutions in South-South, Nigeria.
4. To determine the relationship between intellectual wellbeing and long-term viability and growth of private institutions in South-South, Nigeria
5. To examine the relationship between mental wellbeing and operational efficiency of private institutions in South-South, Nigeria.
6. To determine the relationship between mental wellbeing and long-term viability and growth of private institutions in South-South, Nigeria

RESEARCH QUESTIONS

1. What is the relationship between physical wellbeing and operational efficiency of private institutions in South-South, Nigeria?
2. How does physical wellbeing relate with long-term viability and growth of private institutions in South-South, Nigeria?
3. What is the relationship between physical intellectual wellbeing and operational efficiency of private institutions in South-South, Nigeria?
4. How does intellectual wellbeing relate with long-term viability and growth of private institutions in South-South, Nigeria?
5. What is the relationship between mental wellbeing and operational efficiency of private institutions in South-South, Nigeria?
6. How does mental wellbeing relate with long-term viability and growth of private institutions in South-South, Nigeria?

HYPOTHESES:

- Ho₁: There is no significant relationship between physical wellbeing and operational efficiency of private institutions in South-South, Nigeria.
- Ho₂: There is no significant relationship between physical wellbeing and long-term viability and growth of private institutions in South-South, Nigeria
- Ho₃: There is no significant relationship between intellectual wellbeing and operational efficiency of private institutions in South-South, Nigeria.
- Ho₄: There is no significant relationship between intellectual wellbeing and long-term viability and growth of private institutions in South-South, Nigeria.
- Ho₅: There is no significant relationship between mental wellbeing and operational efficiency of private institutions in South-South, Nigeria.
- Ho₆: There is no significant relationship between mental wellbeing and long-term viability and growth of private institutions in South-South, Nigeria.

JOB DEMANDS-RESOURCES (JD-R) MODEL

The Job Demands-Resources model suggests that every job has its own set of demands and resources. Demands are aspects of the job that require physical, psychological, or emotional effort, such as workload, time pressure, and role ambiguity. Resources, on the other hand, are factors that help individuals cope with job demands and achieve work goals, such as social support, autonomy, and opportunities for development. The Job Demands-Resources (JD-R) model was initially proposed by Bakker and Demerouti (2007). This model posits that high job demands, when not balanced by sufficient job resources, can lead to strain and burnout among employees, negatively impacting their well-being and performance. Conversely, when

employees have access to adequate job resources, they are better equipped to cope with job demands, experience higher levels of engagement and well-being, and perform better in their roles. In the context of private institutions, where performance and productivity are crucial for success, the JD-R model offers insights into how organizations can optimize employee well-being and performance. By identifying and managing job demands (e.g., excessive workload, role conflict) and enhancing job resources (e.g., providing opportunities for skill development, social support networks), private institutions can create a work environment that fosters employee well-being, engagement, and performance.

EMPLOYEE WELLBEING

Employee wellbeing encompasses various aspects of an employee's health, happiness, and satisfaction within the workplace. It extends beyond physical health to encompass mental, emotional, intellectual and social wellbeing. Maintaining a focus on employee wellbeing is crucial for organizations to thrive in today's competitive environment. Physical health in the workplace involves ensuring a safe environment and promoting healthy habits (Halling et al., 2023). Mental health support encompasses initiatives like Employee Assistance Programs (EAPs), access to counselling services, and creating a culture that normalizes discussions about mental health (Chellam & Divya, 2022). Intellectual wellness refers to the active pursuit of knowledge, critical thinking, and creativity to stimulate and expand one's mind. Moreover, work-life balance initiatives (Hammoudi, et al., 2023) and career development opportunities are vital for employee wellbeing. Training programs, mentorship, and career planning resources aid in employee growth and satisfaction (McDonald, & Hite, 2023).

Team-building activities, social events, and fostering a culture of collaboration contribute to a sense of belonging among employees (Holt-Lunstad, 2018). Additionally, recognition and appreciation for employees' contributions are essential, likewise celebrating achievements and showing gratitude for hard work boost morale and motivation (Abdullah et al., 2016). Financial wellness is also a key component of overall wellbeing. Retirement plans, financial counselling, and assistance programs help employees manage their finances effectively (Despard et al., (2020). Thus, prioritizing employee wellbeing can lead to increased productivity, higher job satisfaction, improved retention rates, and a positive workplace culture.

Physical wellbeing

Physical wellbeing encompasses a range of factors that contribute to overall health and vitality (Smith, & Lloyd (2006). It involves taking care of your body through proper nutrition, regular exercise, sufficient sleep, and managing stress effectively (Contextual Consulting, 2024). Physical wellbeing can lead to increased energy levels, improved mood, better immune function, and reduced risk of chronic diseases and impact staff performance. When staff members focus on aspects such as regular exercise, balanced nutrition, and ample rest, they often experience heightened energy levels throughout the day, translating to increased productivity and concentration in their work. Prioritizing physical health benefits mental wellbeing, reducing stress, anxiety, and depression, improving staff resilience and clarity for work challenges (Mahindru et al., 2023), decreases absenteeism by lowering illness rates, easing university operations, and reducing workload pressures on colleagues. Additionally, participating in physical activities fosters camaraderie and teamwork, enhancing the work environment. Staff members who prioritize physical wellbeing promote a culture of wellness within the university community.

Mental Wellbeing

Mental well-being, encompassing emotional resilience, stress management, and positive relationships, is vital for overall health and workplace productivity. Mental well-being is a crucial aspect of overall health and productivity in the workplace (Mudam, 2023). Mental health issues can significantly impact an individual's ability to perform effectively and thrive in their professional roles (Lawrence & Melinda Smith, (2024). In recent years, there has been a growing recognition among organizations of the importance of addressing mental health concerns and promoting positive mental well-being among employees (Søvold et al., 2021; de Oliveira, et al., 2023, Lawrence & Melinda Smith, 2024). This shift in focus reflects an understanding of the profound impact that mental health can have on workplace performance and overall organizational success. Studies have consistently demonstrated that employees with higher levels of mental well-being tend to be more engaged, motivated, and productive in their work (Lu et al., 2022). Individuals experiencing mental health issues, such as stress, anxiety, or depression, are more likely to struggle with concentration, decision-making, and interpersonal relationships in the workplace (Haslam, et al., 2005).

Moreover, the impact of mental well-being extends beyond individual employees to affect team dynamics and organizational culture. Research (Rosado-Solomon, E et al. 2023; Søvold et al., 2021) has shown that workplaces with a supportive and inclusive approach to mental health tend to have higher levels of employee satisfaction, collaboration, and innovation. A lack of attention to mental health issues can lead to increased absenteeism, turnover, and decreased morale among staff members (de Oliveira, et al., 2023). Promoting a positive mental health culture within organizations is crucial for both individual employees and the overall health of the work environment and acknowledging the importance of mental health and implementing supportive policies and practices, foster an environment where employees feel valued, supported, and empowered to succeed. Hence, prioritizing mental wellbeing in the workplace enhances employee productivity, engagement, and organizational performance.

Intellectual wellbeing

Intellectual wellness refers to the active pursuit of knowledge, critical thinking, and creativity to stimulate and expand one's mind (Naz et al.,2014).Intellectual well-being, focuses on cognitive abilities, knowledge acquisition, and intellectual pursuits. It involves factors such as critical thinking skills (Gul et al., 2014), creativity (Acar, et al., 2021), problem-solving abilities (Daniels, K et al., 2013), and the pursuit of lifelong learning. Intellectual wellness encompasses maintaining mental agility and resilience and challenging oneself intellectually, overcoming obstacles, and embracing failure as an opportunity for growth (University of North Texas, 2024). Cultivating a growth mindset and fostering a culture that values continuous learning and intellectual curiosity contributes to employees' overall wellbeing and satisfaction (Adams & Robinson, 2024). Hence, nurturing intellectual wellness not only benefits individuals but also enhances their performance and satisfaction in the workplace. Intellectual well-being is nurtured through activities like reading, engaging in intellectually stimulating conversations, pursuing education or hobbies, and seeking out new experiences that challenge the mind. Individuals with good intellectual well-being are curious, open-minded, and continuously seeking opportunities for intellectual growth and development.

ORGANIZATIONAL PERFORMANCE

Organizational performance refers to the achievement of strategic goals, operational efficiency, financial sustainability, and overall institutional success. Organizational performance is of paramount importance in private institutions as it directly impacts the

institution's reputation and competitiveness in the market. Private institutions often operate in a competitive environment where they must attract students, faculty, funding, and partnerships. High organizational performance, reflected in metrics like academic quality, research output, student satisfaction, and financial stability, enhances the institution's standing and attractiveness to stakeholders (Altbach & Knight, 2007).

Private institutions typically have specific missions and objectives, whether they focus on academic excellence, research innovation, community engagement, or a combination thereof. However, effective organizational performance influences the institution's ability to achieve its mission and strategic goals and ensures that these goals are met efficiently and effectively, contributing to the institution's long-term success and impact (Akpa, et al., 2021). Furthermore, organizational performance impacts stakeholders' confidence and trust in the institution, as students, parents, donors, alumni, and partners invest their resources—financial, intellectual, and emotional—in private institutions with the expectation of a return on investment. Consistently high-performance builds trust and loyalty among stakeholders (Rane et al., 2023), leading to continued support and engagement with the institution.

Additionally, organizational performance is closely linked to financial sustainability (Neacșu et al., 2023). Private institutions rely on various revenue streams, including tuition, donations, grants, and partnerships, to fund their operations and initiatives. A strong performance in areas such as enrolment, fundraising, research funding, and cost management ensures the institution's financial health and ability to reinvest in its mission and programs. Moreover, organizational performance drives continuous improvement and innovation within private institutions (Olariu et al., 2023). Performance is foundational to success and sustainability, hence, by monitoring key performance indicators, identifying areas for growth and enhancement, and implementing strategic initiatives, institutions can adapt to changing needs, seize opportunities, and stay ahead of competitors in the dynamic higher education sector

Operational Efficiency

Operational efficiency holds essential importance for private institutions, impacting various facets of their functioning, to optimize resources and minimize waste. Minimizing costs, optimizing resources, and enhancing productivity are efficient operations that enable institutions to allocate resources effectively and invest strategically, ultimately bolstering financial sustainability (Salah et al., 2023). Streamlined workflows and standardized procedures not only improve service quality but also contribute to a competitive edge, attracting talent and market differentiation. Moreover, operational efficiency fosters adaptability and resilience, allowing institutions to respond swiftly to challenges and disruptions while maintaining continuity of operations (Moșteanu, 2024). In essence, prioritizing operational excellence is imperative for private institutions to fulfil their mission, deliver quality services, and thrive in a competitive landscape.

Long-Term Viability and Growth:

Private institutions aim for sustainable growth and long-term viability. Sustainable growth and long-term viability assess the organization's ability to develop and execute strategic plans, expand into new markets, and adapt to evolving industry trends (Kabeyi, 2019). Long-term viability and growth are paramount to the success of private institutions, serving as foundational pillars that ensured continued relevance and impact. Maintaining viability over time is essential for private institutions to fulfil their missions and sustain their operations and by strategically managing finances, resources, and risks, institutions can weather economic uncertainties (Schinasi, 2006), fluctuations in enrolment, and other challenges that may arise.

This stability enables them to provide consistent, high-quality education and services to students, faculty, and other stakeholders.

Long-term growth is vital for private institutions to expand their reach, enhance their offerings, and adapt to evolving educational needs and trends. Growth allows institutions to invest in innovative programs, cutting-edge research, and state-of-the-art facilities, positioning them as leaders in their respective fields. Furthermore, sustained growth can attract top talent, foster partnerships with industry and government, and increase philanthropic support, creating a positive feedback loop that fuels further development and success (Zozzaro, 2024). Additionally, long-term viability and growth contribute to the overall reputation and prestige of private institutions. A track record of stability, innovation, and excellence enhances the institution's standing in the eyes of prospective students, faculty, donors, and partners (Altbach & Salmi, 2011). This, in turn, can lead to increased enrolment, improved rankings, and greater recognition on a national or global scale. Ultimately, the long-term viability and growth of private institutions are not only indicators of their success but also drivers of their continued impact and influence in the higher education landscape. Therefore, prioritizing strategies that promote sustainability, innovation, and expansion is essential for private institutions to thrive in the long run.

EMPIRICAL REVIEW

Haddon (2018) explores the relationship between employee well-being in the workplace and its influence on productivity. It delves into various dimensions of well-being, including physical, nutritional, and mental health, addresses the significant impact of mental health on productivity and highlights symptoms that may indicate mental illness among employees. The findings underscore mental health as a critical factor in productivity and advocate for employers to take proactive measures to support the mental well-being of their staff, impact not only themselves but also their colleagues, thus influencing the overall productivity of the organization.

Rufeng, et al. (2023) evaluate the correlation between worker happiness and business outcomes within the manufacturing sector. Employing empirical research methods, the study collected primary data through questionnaires from a sample of one hundred manufacturing workers. The findings shed light on the significance of employee well-being in driving workplace productivity and its impact on organizational success. Establishing a causal link between worker happiness, productivity, and workplace attitude, this research underscores the importance of understanding employee needs for enhancing job performance.

Mahindru et al., (2023) explores how exercise impacts mental health, noting its positive effects on the hypothalamus-pituitary-adrenal axis and its potential to alleviate depression and anxiety, although with more significant benefits seen in clinical populations. It suggests various hypotheses explaining the link between physical activity and mental wellness, highlighting benefits such as improved sleep, mood, and quality of life. Additionally, it discusses how exercise, including yoga, may help manage cravings and alleviate symptoms of psychiatric disorders. However, it notes a lack of literature in the Indian context, indicating a need for tailored research and interventions.

Mahindru et al., (2023) provide an evidence-based overview of the mental health challenges faced by healthcare workers during crises, particularly in the context of the COVID-19 pandemic. It discusses the heightened risk of stress, burnout, depression, and trauma among healthcare professionals. The paper examines how public health emergencies exacerbate

these challenges, citing emerging research on the mental health impacts of COVID-19. It suggests strategies such as self-care practices, evidence-based interventions, and organizational support to protect and support healthcare workers' mental well-being. Additionally, it advocates for systemic changes and policy recommendations to empower and safeguard the mental health of healthcare workers in the long term.

METHODOLOGY

This study employed a cross-sectional survey to explore the correlation between employee wellbeing and organizational performance of private Universities in South- South, Nigeria. The accessible population comprised 6,240 academic staff members from the private universities in South- South, Nigeria. The sample size 361 was determined with Krejci and Morgan 1970 Table. A structured questionnaire was utilized, with all items rated on a 4-point Likert scale'. Data analysis was conducted using Smart PLS 4.0, employing Partial Least Squares – Structural Equation Modelling (PLS-SEM).

ANALYSIS AND DISCUSSION

361 copies of the 295 questionnaires issued were returned and used in the study. PLS-SEM was used to test hypotheses on the relationship between employee wellbeing and organizational performance. Each of the 20 observable parameters has its own item. Each of the 20 observable characteristics is conceptually linked to one of five latent variables (operational efficiency, long term viability and growth, physical wellbeing, intellectual wellbeing, and mental wellbeing). The variable link is depicted diagrammatically in the Path Diagram in Figure 1.

Employee wellbeing = EWB; Physical wellbeing = PWB; Intellectual wellbeing = IWB; Mental wellbeing = MWB; Organizational Performance = ORP; Operational efficiency = OPE; Long term viability and growth = LVG

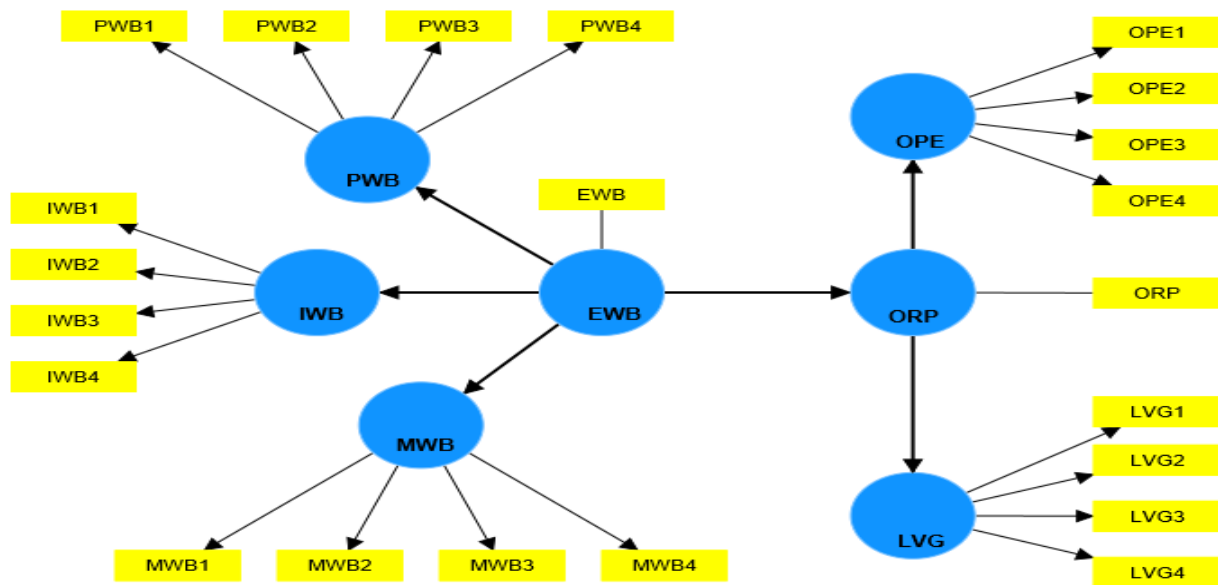


Figure 1: Research Model

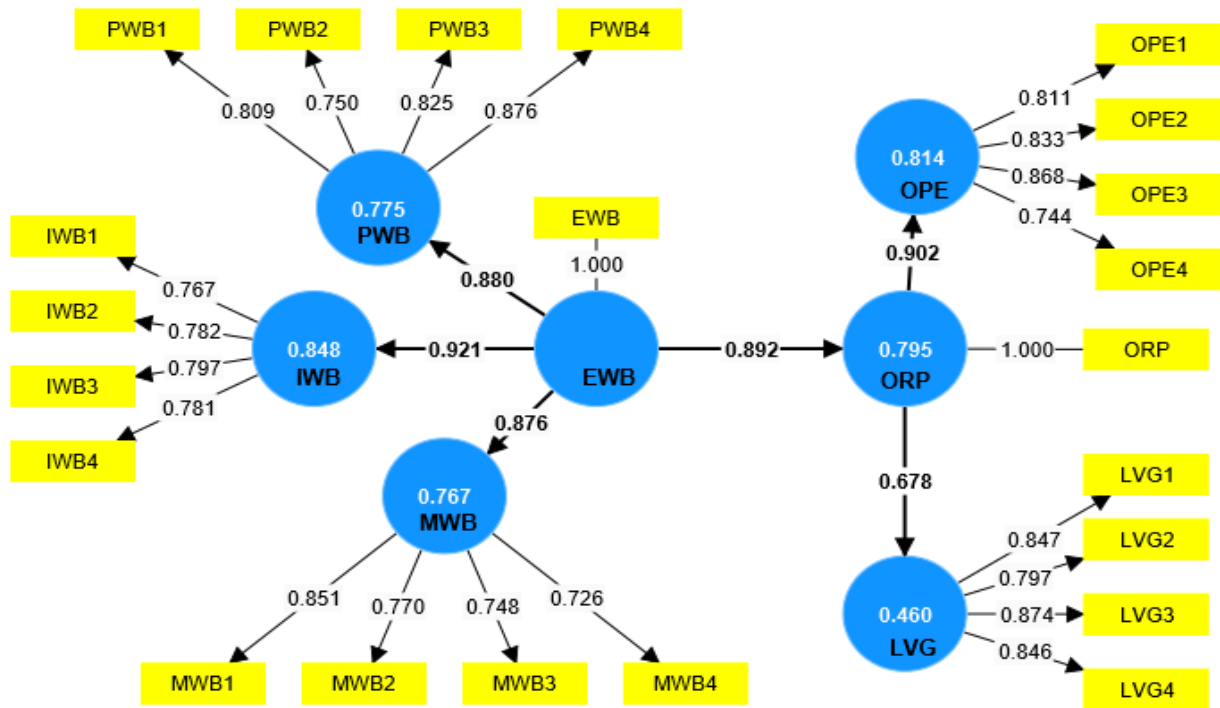


Figure 2: Output for Outer Loadings of Indicators

Figure 2 shows that all the response items for the constructs satisfied the threshold condition of 70%.

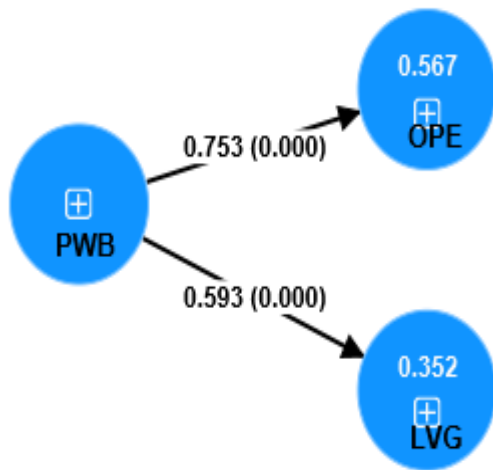


Figure 3: Hypotheses 1 and 2

The path relationship analysis presented in Figure 3 indicate that there are positive and significant paths between Physical wellbeing and Operational efficiency (where, $\beta = 0.753$; $p = 0.000$; and $R^2 = 0.567$), and Physical wellbeing and Long term viability and growth (where, $\beta = 0.593$; $p = 0.000$; and $R^2 = 0.352$). Therefore, the null hypotheses 1 and 2 were rejected and the alternate hypotheses were accepted.

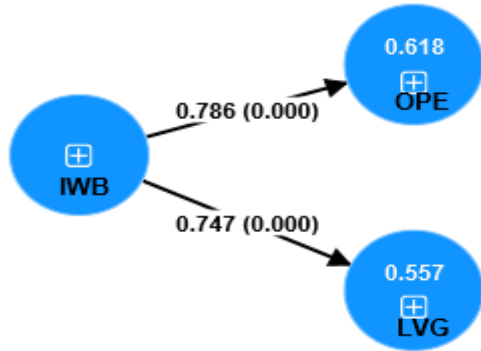


Figure 4: Hypotheses 3 and 4

The path relationship analysis presented in Figure 4 indicate that there are positive and significant paths between Intellectual wellbeing and Operational efficiency (where, $\beta = 0.786$; $p = 0.000$; and $R^2 = 0.618$), and Intellectual wellbeing and Long term viability and growth (where, $\beta = 0.747$; $p = 0.000$; and $R^2 = 0.557$). Therefore, the null hypotheses 3 and 4 were rejected and the alternate hypotheses were accepted.

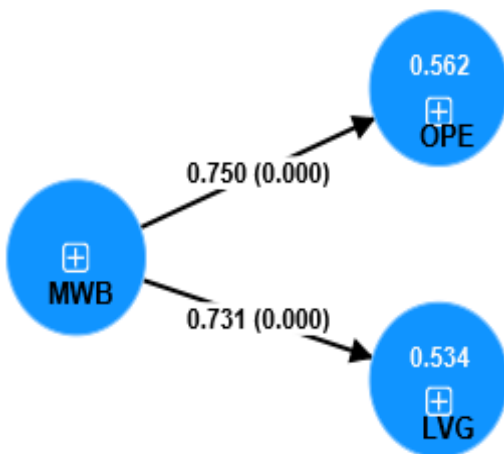


Figure 5: Hypotheses 5 and 6

The path relationship analysis presented in Figure 5 indicate that there are positive and significant paths between Mental wellbeing and Operational efficiency (where, $\beta = 0.750$; $p = 0.000$; and $R^2 = 0.562$), and Mental wellbeing and Long term viability and growth (where, $\beta = 0.731$; $p = 0.000$; and $R^2 = 0.534$). Therefore, the null hypotheses 3 and 4 were rejected and the alternate hypotheses were accepted.

Table 1: Hypotheses Testing Result

Hypotheses	Path Relationship	Path Coefficient (β)	P Values (p)	Predictive Accuracy (R^2)	Decision
H ₀₁	Physical wellbeing and operational efficiency	0.753 (Strong)	0.000 (Significant)	0.567 (Substantial)	Reject null hypothesis
H ₀₂	Physical wellbeing and long-term viability and growth	0.593 (Strong)	0.000 (Significant)	0.352 (Substantial)	Reject null hypothesis
H ₀₃	Intellectual wellbeing and operational efficiency	0.786 (Strong)	0.000 (Significant)	0.618 (Substantial)	Reject null hypothesis
H ₀₄	Intellectual wellbeing and long-term viability and growth	0.747 (Strong)	0.000 (Significant)	0.557 (Substantial)	Reject null hypothesis
H ₀₅	Mental wellbeing and operational efficiency	0.750 (Strong)	0.000 (Significant)	0.562 (Substantial)	Reject null hypothesis
H ₀₆	Mental wellbeing and long-term viability and growth	0.731 (Strong)	0.000 (Significant)	0.534 (Substantial)	Reject null hypothesis

H₀₁: There is no significant relationship between physical wellbeing and operational efficiency of private institutions in South-South, Nigeria.

The result of the analysis for hypothesis one showed that there is a significant relationship between physical wellbeing and operational efficiency of private institutions in South-South, Nigeria. It was also observed that the relationship between the two variables is positive and strong. The null hypothesis is rejected. The coefficient of determination (R^2) was 0.567. Which implies that physical wellbeing accounts for 56.7% total variation in operational efficiency. This supports the work of Mahindru et al. (2023) who asserted that prioritizing physical health benefits mental wellbeing, reducing stress, anxiety, and depression, improving staff resilience and clarity for work challenges.

H₀₂: There is no significant relationship between physical wellbeing and long-term viability and growth of private institutions in South-South, Nigeria.

The result of the analysis for hypothesis two indicated that there is a significant relationship between physical wellbeing and long-term viability and growth of private institutions in South-South, Nigeria. The coefficient of determination (R^2) was 0.352. Which implies that physical wellbeing accounts for 35.2% total variation in long term viability and growth. The null hypothesis be rejected and the alternate hypothesis accepted. This confirms the report of Rufeng, et al. (2023) who found a significant link between physical wellbeing and long term viability and growth.

Ho₃: There is no significant relationship between intellectual wellbeing and operational efficiency of private institutions in South-South, Nigeria.

The result of the analysis for hypothesis three indicated that there is a significant relationship between intellectual wellbeing and operational efficiency of private institutions in South-South, Nigeria. The coefficient of determination (R^2) was 0.618. Which implies that intellectual wellbeing accounts for 61.8% total variation in operational efficiency. The null hypothesis was rejected. This result affirms the report of Lawrence and Melinda Smith (2024) that intellectual health issues can significantly impact an individual's ability to perform effectively and thrive in their professional roles.

Ho₄: There is no significant relationship between intellectual wellbeing and long-term viability and growth of private institutions in South-South, Nigeria.

The result of the analysis for hypothesis four indicated that there is a significant relationship between intellectual wellbeing and long-term viability and growth of private institutions in South-South, Nigeria. We find that there is strong positive bond between intellectual wellbeing and long-term viability and growth. The coefficient of determination (R^2) was 0.557. Which implies that intellectual wellbeing accounts for 55.7% total variation in long term viability and growth. It is concluded, based on the decision rule, that the null hypothesis be rejected. This is congruent with the work of Gul et al. (2014), Daniels, K et al. (2013), Acar, et al. (2021) and who noted that intellectual well-being, focuses on cognitive abilities, knowledge acquisition, and intellectual pursuits. It involves factors such as critical thinking skills, creativity, problem-solving abilities, and the pursuit of lifelong learning, thus enhancing organizational long-term viability and growth.

Ho₅: There is no significant relationship between mental wellbeing and operational efficiency of private institutions in South-South, Nigeria.

The result of the analysis for hypothesis five showed that there is a significant relationship between mental wellbeing and operational efficiency of private institutions in South-South, Nigeria. It was also observed that the relationship between the two variables is positive and strong. The null hypothesis is rejected. The coefficient of determination (R^2) was 0.562. Which implies that mental wellbeing accounts for 56.2% total variation in operational efficiency. This supports the work of Haddon (2018) that mental health as a critical factor in productivity and advocate for employers to take proactive measures to support the mental well-being of their staff.

Ho₆: There is no significant relationship between mental wellbeing and long-term viability and growth of private institutions in South-South, Nigeria.

The result of the analysis for hypothesis six indicated that there is a significant relationship between mental wellbeing and long-term viability and growth of private institutions in South-South, Nigeria. We find that there is strong positive bond between mental wellbeing and long-term viability and growth. The coefficient of determination (R^2) was 0.534. Which implies that mental wellbeing accounts for 53.4% total variation in long term viability and growth. It is concluded, based on the decision rule, that the null hypothesis be rejected. This is congruent with the work of Søvold et al. (2021) who showed that workplaces with a supportive and inclusive approach to mental health tend to have higher levels of employee satisfaction, collaboration, and innovation, leading to organizational long-term viability and growth.

CONCLUSION

This study highlights the crucial link between employee well-being and organizational performance in private institutions across South-South Nigeria. Through examining physical, intellectual, and mental dimensions of well-being, we aimed to understand their impact on operational efficiency and long-term viability. The findings reveal that physical well-being significantly contributes to operational efficiency and the long-term sustainability of these institutions. Similarly, intellectual well-being enhances operational effectiveness and fosters growth prospects. Additionally, mental well-being positively influences both operational efficiency and long-term viability. By prioritizing employee well-being through comprehensive wellness initiatives, private institutions can cultivate a workforce that is not only productive but also resilient, innovative, and well-equipped to navigate the evolving challenges of the higher education landscape in South-

Recommendations

Based on the findings of this study, the following recommendations are proposed:

1. Private institutions should develop and implement comprehensive wellness programs that address physical, intellectual, and mental well-being.
2. Create a positive work environment that promotes employee well-being and fosters a sense of belonging, respect, and support and encourage open communication, provide opportunities for professional development, and recognize and reward employee contributions.
3. Encourage work-life balance by offering flexible work arrangements, promoting time management strategies, and providing resources to help employees manage their workload effectively while maintaining personal well-being.
4. Offer resources and support for stress management, including workshops, counselling services, and relaxation techniques and encourage employees to prioritize self-care and seek assistance when needed.
5. Invest in the professional development of employees to enhance their skills, knowledge, and abilities.
6. Provide leadership training and support to managers and supervisors to help them create a supportive work environment, effectively manage teams, and promote employee well-being.
7. Continuously monitor and assess employee well-being and organizational performance through regular surveys, focus groups, and feedback mechanisms and use the insights gained to identify areas for improvement and implement targeted interventions.

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