

**Employee Well-being, Organisational Culture and Employee Performance in Federal Road
Safety Commission in Oyo State**

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Faculty of Management & Social Sciences, Lead City University, Ibadan, Oyo State,
Nigeria**

**In Partial Fulfilment of the Requirements for the Award of Master of Science Degree
(MSc) in Business Administration**

Certification

This is to certify that Ezekiel Modebayo TAIWO with Matriculation number LCU/PG/003869 carried out this research work titled ‘Employee Well-being, Organisational Culture and Employee Performance in Federal Road Safety Commission in Oyo State’ in the Department of Management & Accounting, Faculty of Management & Social Sciences, Lead City University Ibadan, Oyo State for the award of Master of Science Degree (MSc) in Business Administration, and that this work has not been previously submitted.

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Dedication

This research is dedicated to my father who laid the foundation for my educational pursuits and created a deep hunger for knowledge in me by his exemplary living.

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“Even though the above institution and persons have assisted in the process of this research work, I alone stand responsible for the errors, if any is found in the work”.

Abstract

The Federal Road Safety Commission (FRSC) plays a critical role in ensuring road safety and enforcing traffic regulations in Nigeria. However, several challenges and complaints; These include inadequate compensation, lack of professional development, high stress levels, and insufficient support systems, all of which contribute to low morale. Poor leadership, corruption, ineffective communication, and lack of recognition further exacerbate organizational culture issues. This study examined the relationship between employee wellbeing, organizational culture and employee performance among FRSC workers in Ibadan, Oyo state. This study adopted a descriptive research design and the study population were FRSC employees in FRSC Eleyele Command, Ibadan, Oyo State. Total enumeration sampling method was used to recruit the participants in the study. Data was collected using a structured questionnaire, descriptive and inferential statistics was used to analyze collected data. Findings revealed a significant relationship between employee wellbeing, employee performance and organizational culture of FRSC workers in Ibadan, Oyo state. Specifically, the results showed that: Employee emotional well-being has a positive and significant influence on employee performance ($\beta_1 = 0.793$, $R^2 = 0.629$, $t\text{-statistics} = 3.898 > 1.96$, $P\text{-value} = 0.000 < 0.05$ for Work Efficiency, $\beta_1 = 0.829$, $R^2 = 0.705$, $t\text{-statistics} = 4.413 > 1.96$, $P\text{-value} = 0.000 < 0.05$ for Quality of Work). Employee psychological well-being has a positive and significant influence on employee performance ($\beta_1 = 0.768$, $R^2 = 0.591$, $t\text{-statistics} = 5.972 > 1.96$, $P\text{-value} = 0.050 < 0.05$ for Work Efficiency, $\beta_1 = 0.846$, $R^2 = 0.716$, $t\text{-statistics} = 4.849 > 1.96$, $P\text{-value} = 0.006 < 0.05$ for Quality of Work). Employee social well-being has a positive and significant influence on employee performance ($\beta_1 = 0.552$, $R^2 = 0.304$, $t\text{-statistics} = 4.638 > 1.96$, $P\text{-value} = 0.000 < 0.05$ for Work Efficiency, $\beta_1 = 0.594$, $R^2 = 0.353$, $t\text{-statistics} = 4.633 > 1.96$, $P\text{-value} = 0.000 < 0.05$ for Quality of Work); and organizational culture positively and significantly moderate the relationship between employee well-being and performance ($\beta_1 = 0.137$, $R^2 = 0.531$, $t\text{-statistics} = 3.728 > 1.96$, $P\text{-value} = 0.027 < 0.05$). Based on this findings, it is recommended that the emotional, psychological, and social well-being of FRSC workers should be prioritized so as to enhance their performance at work.

Keywords: Employee Wellbeing, Organizational Culture, Employee Performance, Work Efficiency

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List of Acronym

Acronym	Meaning
FRSC	Federal Road Safety Commission

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Chapter One

Introduction

1.1 Background to the Study

Employee performance is the driving force behind organizational success. It is the measure of how well employees are fulfilling their roles and responsibilities and how their actions contribute to the overall goals of the organization. One of the key reasons why employee performance is critical for organizational success is that it directly affects the productivity and efficiency of the organization. When employees perform well, they are more likely to achieve their targets and complete their tasks in a timely and effective manner. This, in turn, leads to increased productivity, improved quality of work, and faster achievement of organizational goals. On the other hand, underperforming employees can result in delays, errors, and decreased overall productivity, hindering the success of an organization^{1,2}.

Moreover, employee performance also affects the reputation and image of an organization. In today's digital age, clients have access to a vast amount of information and can easily research to damage organizational reputation³. An organization that has a high-performing workforce is likely to have a positive image in the market, while an organization with low-performing employees may struggle to maintain a good reputation. Therefore, organizations must have a high-performing workforce to maintain a positive image and attract potential customers. A high-performing workforce is crucial for any organization to achieve its objectives, increase productivity, and stay ahead of the competition. However, employee performance is not solely determined by the individual's skills and abilities but is also heavily influenced by their wellbeing and the organizational culture.

Well-being is a critical component of our holistic health and has a profound effect on our day-to-day existence⁴. It refers to our emotional, psychological, and social well-being, and influences how we think, feel, and behave. In recent years, there has been a growing focus on wellbeing, and with it, the need for reliable measures to assess and monitor it. wellbeing also is a critical factor that impacts employee performance and how they perform in the workplace⁵. It encompasses the ability to cope with stress, maintain fulfilling relationships, adapt to change, and handle life's challenges. Wellbeing is influenced by various factors, including biological, environmental, and socio-cultural factors.

The importance of well-being is increasingly recognized in both academic and practical contexts due to its significant impact on individual functioning and quality of life. Poor wellbeing can lead to a range of negative outcomes, including decreased productivity, impaired social functioning, and increased risk of developing mental disorders such as anxiety and depression⁶. Promoting wellbeing involves creating supportive environments, strengthening individual coping skills, and increasing access to wellbeing services. It also requires addressing the stigma and discrimination associated with mental illness, as these can act as barriers to seeking help and support. Employers and organisations must consider wellbeing in the workplace since it can have an impact on employee well-being, job performance, and overall organisational effectiveness. Implementing wellbeing promotion activities and supporting employees who are experiencing wellbeing concerns can help to create a better and more productive workforce⁷. Overall, understanding and managing wellbeing is critical for increasing individual and community well-being and resilience. By focusing on wellbeing, society can endeavour to create circumstances that promote healthy psychological functioning and improve overall quality of life. A positive

mental state is essential for employees to be motivated, focused, and engaged in their work⁴. On the other hand, poor wellbeing can lead to absenteeism, presenteeism, and decreased productivity.

Emotional, psychological, and social well-being are integral components of an individual's overall health and quality of life. These dimensions of well-being are interconnected, each influencing and being influenced by the others, and collectively contributing to a person's subjective experience of life satisfaction and fulfillment. Emotional well-being pertains to the ability to understand and manage one's emotions effectively, including the capacity to cope with stress and adapt to challenging situations. It encompasses feelings of happiness, contentment, and general emotional stability⁴.

Well-being, on the other hand, refers to the cognitive and emotional evaluation of one's life, encompassing aspects such as self-acceptance, personal growth, purpose in life, autonomy, and positive relationships with others. It involves the pursuit of meaningful goals, the development of self-awareness, and the ability to manage one's thoughts and emotions healthily. Social well-being relates to the quality of an individual's relationships and interactions with others, including family, friends, colleagues, and the broader community. It encompasses the sense of belonging, social support, and the ability to form and maintain meaningful connections with others. Social well-being is also influenced by societal factors such as cultural norms, social inclusion, and access to resources and opportunities⁵.

The importance of these dimensions of well-being extends beyond individual health to broader societal outcomes. Research indicates that individuals with higher levels of emotional, psychological, and social well-being are more likely to experience better physical health, higher levels of productivity, and greater resilience in the face of adversity. Therefore, understanding

and promoting these aspects of well-being are essential for fostering a healthy and flourishing society⁵.

The Federal Road Safety Commission (FRSC) is charged with responsibilities for policymaking, organization and administration of road safety in Nigeria. Key to its operational success is its corps of marshals operating a three-tier system First Tier (Regular marshals) Second Tier (Special Marshals) and Third Tier (Road Safety Club). The Federal Road Safety Commission (FRSC) has further developed road safety educational curricula for various grade levels and is presently working with the Ministry of Education to make it a national programme, also Making the highways safe for motorists and other road users as well as checking road worthiness of vehicles, recommending works and infrastructures to eliminate or minimize accidents on the highways and educating motorists and members of the public on the importance of road discipline meanwhile, the demanding nature of modern work environments, coupled with long working hours and high-pressure deadlines, can take a toll on The Federal Road Safety Commission (FRSC) employees' wellbeing. According to the World Health Organization, depression and anxiety disorders cost the global economy an estimated \$1 trillion per year in lost productivity. Moreover, the ongoing toxic and unbalanced economic and social pandemic has further exacerbated wellbeing issues, with remote working, social isolation, and economic uncertainty taking a toll on employees' well-being⁶.

The Federal Road Safety Commission (FRSC) in Oyo State may indeed face performance-related issues, as is common in many government agencies. These issues could stem from various factors such as inadequate funding, lack of modern equipment, insufficient training for staff, and challenges in implementing road safety policies effectively. One reason for focusing on the FRSC in Oyo State could be the significance of the state in terms of road traffic and safety

concerns. Oyo State is one of the most populous states in Nigeria and is a major transportation hub, with several major highways passing through it. This makes road safety a crucial issue in the state, and any performance-related issues with the FRSC in Oyo State could have a significant impact on road safety outcomes in the region⁷.

Organizations have a responsibility to create a supportive and inclusive work culture that promotes good wellbeing⁸. This includes providing access to wellbeing resources, promoting work-life balance, and addressing any stigma surrounding wellbeing in the workplace. When employees feel supported and valued, they are more likely to have a positive attitude towards work and perform better. In addition to wellbeing, organizational culture also plays a significant role in employee performance. It refers to the shared values, beliefs, and behaviours that shape the work environment. A positive organizational culture fosters trust, collaboration, and open communication. It provides employees with a sense of belonging and purpose and encourages them to perform at their best.

On the other hand, a toxic work culture can have detrimental effects on employee performance⁹. It can lead to low morale, high turnover rates, and a lack of motivation among employees. A toxic work culture is often characterized by unhealthy competition, micromanagement, and a lack of work-life balance. This type of environment can cause employees to feel stressed, overwhelmed, and disengaged, ultimately impacting their performance. Organizations that prioritize creating a positive work culture see the benefits in the form of higher employee satisfaction, retention, and productivity. They understand that a happy and engaged workforce is vital for business success and actively work towards creating a culture that supports their employees' well-being.

Employee performance of the Federal Road Safety Commission (FRSC) Workers, in Oyo state is a critical component of the organisation and the state's success, and it is influenced by both wellbeing and organizational culture. Federal Road Safety Commission (FRSC) as an Organization must recognize the importance of promoting good wellbeing among their employees and creating a positive work culture. This involves providing support, resources, and a conducive work environment. By prioritizing the well-being of their employees, organizations can ensure a high-performing workforce, leading to greater success and growth⁹.

1.2 Statement of the Problem

Well-being is influenced by various factors, including the environment, social interactions, and work culture¹⁰. In the case of the Federal Road Safety Commission (FRSC) workers, the combination of the demanding nature of the job, organizational culture, and lack of attention to well-being has led to numerous problems for employees. These problems include burnout, low employee performance, and a negative impact on the overall organizational culture¹¹.

The Federal Road Safety Commission (FRSC) plays a critical role in ensuring road safety and enforcing traffic regulations in Nigeria. However, several challenges and complaints; These include inadequate compensation, lack of professional development, high stress levels, and insufficient support systems, all of which contribute to low morale. Poor leadership, corruption, ineffective communication, and lack of recognition further exacerbate organizational culture issues. Additionally, the FRSC struggles with resource constraints, logistical challenges, outdated technology, and poor data management, which hinder operational efficiency. Public perception and cooperation are also problematic, alongside inconsistent traffic laws, limiting effective enforcement have been reported regarding the organization, particularly about

employee well-being, organizational culture, and organizational performance. These issues have implications for both the well-being of FRSC workers and the effectiveness of the organization in carrying out its mandate^{12,13}.

One of the primary problems affecting FRSC workers is the high level of stress and well-being issues experienced in the course of their duties. The nature of their work, which often involves responding to accidents, enforcing traffic laws, and managing road safety campaigns, can be highly stressful and emotionally taxing. Studies have shown that high levels of stress and poor well-being among workers can lead to decreased job satisfaction, increased absenteeism, and reduced productivity^{14,15}. Another issue that has been raised is the organizational culture within the FRSC, which is reported to be hierarchical, bureaucratic, and resistant to change¹⁶. This type of culture can create barriers to effective communication, collaboration, and innovation within the organization. It can also contribute to a lack of motivation and engagement among employees, which can further impact organizational performance.

Furthermore, there are complaints about the lack of support and resources provided to FRSC workers to help them cope with the challenges they face. This includes inadequate training and education on well-being issues, limited access to counselling services, and a lack of recognition for the difficulties they encounter in their work. Overall, these problems and complaints regarding employee well-being, organizational culture, and organizational performance within the FRSC highlight the need for a more holistic approach to addressing the challenges faced by workers. This includes implementing strategies to promote well-being, fostering a positive and supportive organizational culture, and providing the necessary support and resources to enable workers to perform their duties effectively.

One of the main issues faced by FRSC workers is burnout¹³. The demanding nature of their job, which involves long hours of standing on the road, dealing with traffic, and handling emergencies, can take a toll on their mental and physical well-being. Many researchers have been on the high workload and pressure to meet targets which can lead to chronic stress, which is a significant contributor to burnout. Burnout is a state of physical and emotional exhaustion that results from prolonged stress and can lead to a range of health problems, including anxiety, depression, and cardiovascular diseases. Unfortunately, FRSC workers are often not given enough time to rest and recharge, leading to a vicious cycle of burnout and poor well-being.

Similarly, the organizational culture of the FRSC also contributes to the well-being problems faced by its employees⁴. The culture of the organization is hierarchical, with a strict chain of command and a top-down approach to decision-making. This type of culture can create a sense of powerlessness and lack of autonomy among employees, which can lead to feelings of frustration and demotivation. Moreover, the strict adherence to rules and regulations, without considering the well-being of employees, can create a toxic work environment that further exacerbates well-being issues¹⁴.

The impact of these problems on employee performance is significant. Burnout, stress, and poor well-being can all lead to reduced productivity, increased absenteeism, and high turnover rates¹⁵. FRSC workers, who are responsible for ensuring road safety and saving lives, need to be in their best physical and mental state to perform their duties effectively. However, the current state of well-being within the organization is hindering their ability to do so, which can have severe consequences on the overall performance of the FRSC. Moreover, the negative impact on the organizational culture also affects employee performance.

A toxic work environment can have detrimental effects on employees and organizations alike. In the context of the Federal Road Safety Commission (FRSC) in Oyo State, a toxic work environment could lead to a lack of motivation, low morale, and decreased job satisfaction among personnel. These factors can contribute to a decline in employee performance, as disengaged employees are less likely to be productive or innovative in their roles. Furthermore, high turnover rates resulting from burnout and poor well-being can further impact the FRSC's performance. Losing experienced employees not only disrupts operations but also incurs recruitment and training costs for replacing staff. This can strain the organization's resources and hinder its ability to effectively carry out its mandate of ensuring road safety.

Despite the potential impact of these issues, there is a gap in research specifically focusing on employee wellbeing, organizational culture, and performance within the FRSC in Oyo State. Understanding the relationship between these factors is crucial for identifying areas for improvement and implementing strategies to create a healthier work environment. By conducting a study on these topics, valuable insights can be gained that can benefit both the FRSC and its personnel in Oyo State.

To address these issues, there needs to be an investigation into the well-being, organizational culture, and employee performance of the Federal Road Safety Commission (FRSC) workers in Oyo State.

1.3 Aims and Objectives of the Study

The aim of this research is to investigate the relationship between Employee performance of Federal Road Safety Commission (FRSC) workers in Oyo State, Nigeria. Additionally, the study

aims to explore the potential mediating role of organizational culture on the relationship between employee well-being and organizational performance.

The specific objectives of this study were to:

- i. investigate the effect of employee emotional well-being on employee performance (quality of work, work efficiency) of Federal Road Safety Commission (FRSC) Workers in Oyo State;
- ii. examine the influence of employee psychological well-being on employee performance (quality of work, work efficiency) of Federal Road Safety Commission (FRSC) Workers in Oyo State;
- iii. examine the relationship between employee social well-being and employee performance (quality of work, work efficiency) of Federal Road Safety Commission (FRSC) Workers in Oyo State;
- iv. examine the effect of employee physical wellbeing on employee performance (quality of work, work efficiency) of Federal Road Safety Commission (FRSC) Workers in Oyo State;
- v. examine the moderating role of organisational culture on the relationship between employee wellbeing and employee performance (quality of work, work efficiency) of Federal Road Safety Commission (FRSC) Workers in Oyo State

1.4 Research Questions

1. What is the relationship between employee emotional well-being and performance of Federal Road Safety Commission (FRSC) Workers in Oyo State?
2. How does employee psychological well-being influence the quality of work of Federal Road Safety Commission (FRSC) Workers in Oyo State?
3. What is the relationship between employee social well-being and work efficiency of Federal Road Safety Commission (FRSC) Workers in Oyo State?
4. How do work-life balance practices affect the relationship between employee well-being and organizational performance of FRSC?
5. What is the effect of leadership style on the relationship between employee well-being and organizational performance of FRSC?

1.5 Hypotheses

This research is guided by the following null hypothesis

H₀₁: There is no significant relationship between employee emotional well-being and employee performance of Federal Road Safety Commission (FRSC) Workers in Oyo State.

H₀₂: Employee psychological well-being does not significantly influence the employee performance of Federal Road Safety Commission (FRSC) Workers in Oyo State.

H₀₃: There is no significant relationship between employee social well-being and employee performance of Federal Road Safety Commission (FRSC) Workers in Oyo State.

H₀₄: Employee physical wellbeing does not have a significant effect on the employee performance of Federal Road Safety Commission (FRSC) Workers in Oyo State.

H₀₅: Organisational culture plays no moderating role on the relationship between employee wellbeing and performance of Federal Road Safety Commission (FRSC) Workers in Oyo State.

1.6 Significance of the Study

The significance of the study on employee well-being, organizational culture, and organizational performance of Federal Road Safety Commission (FRSC) workers in Oyo State. lies in its potential to provide valuable insights into the complex interplay between these factors within the organizational context. well-being is increasingly recognized as a critical component of overall well-being, and its impact on organizational performance is gaining attention in both academic and practical spheres. By focusing on FRSC workers in Oyo State, this study can shed light on the specific challenges and opportunities faced by workers in a high-stress and high-stakes environment.

Furthermore, the study can contribute to the broader literature on organizational psychology and human resource management by examining the role of organizational culture in shaping employee well-being and organizational performance. Organizational culture plays a crucial role in shaping employee attitudes, behaviours, and well-being, and understanding its impact in the context of the FRSC can provide valuable insights for organizations seeking to enhance their

performance through cultural change. Additionally, the study's findings can have practical implications for the FRSC and similar organizations. By identifying factors that influence employee well-being and organizational performance, the study can inform the development of targeted interventions and policies aimed at improving employee well-being and enhancing organizational effectiveness. This can ultimately lead to improved road safety outcomes and better service delivery for the public

The study on the relationship between employee emotional, psychological, and social well-being and the performance of Federal Road Safety Commission (FRSC) workers in Oyo State is significant for several reasons. It contributes to the growing body of knowledge on employee well-being and its impact on organizational performance, particularly in the context of a critical sector such as road safety. By investigating these relationships, the study can provide insights into how improving employee well-being can enhance the effectiveness and efficiency of FRSC workers, ultimately leading to improved road safety outcomes.

Additionally, the study can help identify specific factors within the FRSC work environment that may be influencing employee well-being and performance. This information can be used to develop targeted interventions and policies aimed at improving the overall well-being of FRSC workers and optimizing their performance. Also, the study's findings can have implications for other organizations, both within and outside the road safety sector, seeking to enhance employee well-being and performance. The study can provide valuable insights into the importance of addressing emotional, psychological, and social well-being in the workplace and the potential benefits of doing so.

The study can also contribute to the development of theoretical frameworks and practical tools for assessing and improving employee well-being and performance in similar organizational settings. By advancing our understanding of these relationships, the study can help inform future research and practice in the field of organizational psychology and human resource management

Holistically, the empirical-based findings of this study would benefit the academia and policymakers in corporate firms such as leaders and managers. This study, which examines employee well-being, organisational culture and employee performance, is an earnest attempt at enhancing the generalizability (or otherwise) of current theories of organizational culture. As such, the study is expected to increase theoretical knowledge regarding the effectiveness of Hofstede's 6-D model in a developing multi-cultural African country. This is an innovative perspective which will trigger the conduct of future studies on organizational culture or serve as a basis for the comparison of the results of relevant dimensions in related or unrelated circumstances.

In addition to the aforementioned, the significance of this study can be viewed through the case study selected for this research. Federal Road Safety Commission (FRSC) reflects one of the consequences of globalization—rapid expansion on the global scale. The study provides insights into how organizational culture affects employee performance in a subsidiary of a multinational organization in Nigeria as distinct from what obtains from its other subsidiaries in other countries.

Also, this study shall be of immense importance to those directly concerned, such as law-makers/policy-makers, managers, job experts, entrepreneurs, administrators, business planners, professionals, researchers, educators and students. As such, it shall serve as a blueprint for the management of both private and public organizations/firms in better decision-making regarding

job design staff training and employee performance. The study lacuna shall be filled by other interested scholars/researchers, who would undertake further studies on this subject matter and related ones. It shall thus serve as research material for such researchers and students. And, through its findings, it shall address unemployment, job issues and staff inefficiency to some extent and as well equip many with the due positive techniques of job design and staff/manpower that adversely affect employee performance.

Finally, this study benefits corporate policymakers. HR is often regarded as the "caretaker" of organizational culture. And so, if the culture of an organization is to enhance its general performance, then it has to provide a strategic competitive edge, while beliefs and core values will have to be largely shared and strongly established. This study provides insight into key dimensions that are crucial for optimum performance in firms. It also serves as an empirical reference point for the advocacy of shaping and sustenance of organizational culture in Nigeria.

1.7 Scope of the Study

The scope of this study cover the employee well-being (emotional well-being, psychological well-being, social well-being) organisational culture (work-life balance and leadership style) and employee performance of federal road safety commission (FRSC) workers, Oyo state. Specifically, the study will focus on well-being as the independent variable, organizational culture as the moderating variable, and employee performance as the dependent variable. The research investigate how well-being influences employee performance, and how this relationship is moderated by the organizational culture within the FRSC in Oyo State. The scope focuses on both regular and special marshals; Regular Marshals are uniformed personnel in the Federal Road Safety Corps with the head office at Eleyele Ibadan. The services of a Regular Marshal are

permanently paid and pensionable, unlike a Special Marshal whose services are voluntary. The “Regular” as the name implies, indicates that the marshal is duty-bound to be regular in the discharge of its statutory duties. One of the primary features of Regular Marshals is that they serve as public relations officers, in other words they portray the image of the Commission to the public. The Special Marshals are administered by a department headed by a Deputy Corps Marshal (DCM). The department is called Special Duties and External Relations, there are four (4) levels of Special Marshals Administration, Unit Level State / Sector Level, Zonal Level and National Level, The National Executive Council (NEC) is made up of 15 members: The National Coordinator, 12 Zonal Coordinators are members and 2 ex officio (who are past National Coordinators). They also vie and hold the listed Six offices. The NEC holds meetings biannually with the Corps Marshal presiding and the ACM SMP, ACM Operations, Corps Intelligence Officer, and Personal Staff Officer to COMACE in attendance. National Coordinator, Deputy national Coordinator, National Secretary, Asst National Secretary, National Treasurer, Public Relations Officer.

1.8 Limitation of the Study

This study faces several potential limitations. Firstly, using a total enumeration sample of 174 employees may not fully represent the diversity within FRSC Oyo State, potentially limiting the generalizability of your findings beyond this specific group. Moreover, relying solely on close-ended questionnaires for quantitative data may restrict the depth of insights gathered, as qualitative methods could provide richer contextual understanding. Additionally, the reliance on self-reported data through questionnaires introduces the risk of response bias, where participants may provide answers that are socially desirable or not entirely truthful. This bias could affect the accuracy and reliability of this results. Furthermore, the complexity of measuring organisational

culture as a moderator variable poses challenges. Culture is multifaceted and can be interpreted differently by employees within the organisation, making its operationalization and measurement challenging. Also, the cross-sectional nature of this study design limits its ability to establish causal relationships between employee well-being and employee performance.

1.9 Operational Definition of Terms

Employee Performance: Is the work-related activities anticipated of a worker and how well those activities were executed. The output of the manpower commitment at the workplace as a show of job satisfaction and organizational support

Employee: An employee is a person employed for wages or salary, especially at the non-executive level.

Leadership Style: Leadership style refers to the specific behaviour and actions exhibited by a leader in a workplace setting, which includes their communication style, decision-making processes, and interactions with subordinates and colleagues.

Organisational Culture: Is the collective deposit of knowledge, experience, beliefs, values, attitudes, meanings, hierarchies, religion, notions of time and roles. The arts and other manifestations of human intellectual achievement are regarded collectively.

Organisational Culture: This is the fundamental beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological structure of an organisation.

Organization: A social unit of people that is structured and managed to meet a need or to pursue collective goals. All organizations have a management structure that determines relationships

between the different activities and the members and subdivides and assigns roles, responsibilities, and authority to carry out different tasks. Organizations are open systems—they affect and are affected by their environment.

Performance: The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.

Psychological Mental Health: this is defined as the overall state of an individual's mental well-being, encompassing their cognitive processes, emotional experiences, and behavioural responses to stressors and challenges in their environment

Work-life Balance: this is a perceived balance and satisfaction that an employee experiences between the demands of their job and the responsibilities and interests in their personal life, including family, leisure, and health activities.

Lead City Umi

Endnotes

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Chapter Two

Literature Review

This chapter addresses a review of literature pointing out areas of agreement and disagreement among the scholars on well-being, Organisational Culture and Employee Performance of the Federal Road Safety Commission (FRSC) Workers. Hence, a knowledge gap is created that this study is interested in filling. This chapter will be classified into the following headings: Conceptual Review, Theoretical Framework, Empirical Studies, Conceptual framework (Model) and Summary of Literature Gap

2.1 Conceptual Review

2.1.1 Organisational Performance

The concept of performance is a reference both in theoretical approaches and in practice since the field of economic performance includes various terms, through most important we can mention competitiveness, productivity, profitability, and business growth¹. Performance inside the organization, rather than merely cost reduction or value enhancement, improves the cost-value pair. The process of "translating" the cost-value pair into tangible, "pilotable," parts begins with a general description of how the organization makes and will create value. Therefore, defining "value" in light of potential developments is necessary. To define a strategy is to design the value of the future. Translation of the cost-value pair into strategic objectives is therefore the first step. Another definition that is equal to the one given above for performance is: "Performance in the enterprise represents everything that contributes to the achievement of strategic objectives²." Performance just enhances the cost-value pair for the business, which is

what helps to create value. A corporation is efficient if it can generate economic value added, or a positive value after all elements, including equity, have been paid out.

Several definitions may be applied to the idea of performance, many of which are related to particular situations or functional viewpoints. An all-encompassing definition of performance that is well-crafted and shares the idea of its two main components, effectiveness and efficiency. Efficiency is defined as performance in terms of inputs and outputs; hence, more efficiency is shown by a higher volume produced for a given number of inputs. Effectiveness is measured by the performance and the extent to which desired results are obtained (for example: the objective to avoid interruptions of supply over some time can be regarded as an efficient outcome).

The scale of efficiency was frequently emphasized in earlier conceptions of performance, which emphasized financial outcomes as the main performance indicator ³. The definitions of this notion have since changed, particularly with the introduction of the Balanced Scorecard, which now incorporates not just the financial viewpoint but also the internal perspective, the customer perspective, and the perspective on innovation and learning. A balanced collection of metrics that describe the outcomes and methods used to get those outcomes may be used to describe performance. The capacity for the growth and development - of staff skills (training, satisfaction), the degree of innovation, and the use of opportunities - is achieved by balancing and relating at least four forces:

- a. Production process effectiveness;
- b. shareholder contentment;
- c. customer satisfaction;
- d. the capacity for growth and development,

- e. including employee skills (training, satisfaction), the level of innovation, and the utilization of possibilities.

Performance will always be a contentious idea that is evolving. At the organizational level, it is challenging to get agreement on the concept of performance since we must keep track of all activities that take place within an organization and of all the many interests involved⁴. The goals of organizations (or their activities) are frequently nebulous, fluid, debatable, and occasionally incoherent. Performance in these conditions is a subjective and complex affair. A firm typically has a large number of stakeholders who can influence or are affected by its operations; as a result, there may be greatly diverse viewpoints on what defines performance.

In an attempt to define performance, which is adequate to track the development of the meaning of this concept so complicated, we selected four periods in terms of defining performance through the literature study:

- a. Determining performance for the period of 1957 to 1979;
- b. Determining performance in accordance with the degree of goal attainment;
- c. Determining performance based on company productivity and efficiency;
- d. Determining performance based on value creation.

2.1.1.1 Firm Competitiveness

The idea of competition is seen as a multi-tiered and nuanced concept, and it is strongly related to Michael Porter's key work. The findings of a nationwide competitiveness investigation of the extraordinary achievements of businesses and their industry across various nations. His diamond framework highlights the explanatory variables that allow businesses to successfully compete in their global sectors⁵. It offers a review of scholarly contributions and subsequent and connected

research findings. An organization is thought of as a whole with its competitive strategy, and the internal elements of organizations were not looked at. Porter's earlier works developed and covered such elements. The interrelatedness of national, regional and firm levels of competitiveness in the global context. Firm-level competitiveness was a synonym of business performance in strategic management when the function and effects of functional strategies (such as the domains of production and operations management) were examined for firm competitiveness (FC) and its connection to national competitiveness, a definition and model were created ²⁰. In various research, the term is used as the starting point for examining company competitiveness. The RBV of the company is used as the foundation for surveys of firm-level inquiries concentrating on the chief executive officer (CEO) or top-level actions in these competitiveness studies. Studies on operations management now suggest the adoption of RBV for the company.

The term "firm competitiveness" (FC) refers to a concept where the company serves as the analytical unit and is studied in the fields of economics, business, and management studies. Our chosen term elaborated on this connection:

“firm competitiveness is the capability of a firm to sustainably fulfil its dual purpose: meeting customer demand at profit. This capability is realized through offering on the market goods and services which customers value higher than those offered by competitors. Achieving competitiveness requires the firm’s continuing adaptation to changing social and economic norms and conditions.”

As it is used in the field of international business, it focuses on firm-level competitiveness in global contexts and distinguishes between firm- and country-specific advantages. Building on it and adding new components, we may characterize drivers and outcomes that, in our view, are impacted by enablers to explain firm competitiveness ⁶. These three components make up FC. Enablers and macro-level elements that come from the macro-environment can be matched. These are referred to as Country Specific Advantages as a construct (CSA). Publications that touch on this idea include the competitiveness rankings and the diamond framework. Drivers are made up of the resources and their accompanying abilities, i.e. utilize (exploitation), upgrade (exploration), and renew (renewal), which are accessible to fulfil the firm's goal. They use the term "Firm-Specific Advantage" (FSA). Business and management studies, particularly Theories of the Firm and Strategic Management, are where the concepts, methodologies, and studies on drivers are found. FC results from the company's operations (such as revenue and market share), which are also evaluated and verified by its important external stakeholders (like customers, and owners).

Competitive strategy concerns what a firm is doing to gain a sustainable competitive advantage. It comprises all those moves and approaches that a firm has and is taking to attract buyers, withstand competitive pressure and improve its market position ⁷ to survive in the competitive environment, it becomes necessary for the threatened public transport companies to be aggressive in their search and development of strategies that provide competitive advantage as they step up defensive strategies to protect their competitive advantages. The stiff competition among public transport companies and the entry of other players into the industry following the ban on fourteen-seater passenger vehicles necessitate the design of competitive strategies to guarantee their performance. Successful strategies lead to superior performance and sustainable

competitive advantage. The ability of a company to command a competitive advantage depends on the sustainability of the competitive advantages that it commands.

Organizational strategic competitiveness refers to a company's ability to compete in the industry in which it operates⁸. A competitive strategy, then, entails outlining how a company intends to develop and sustain a competitive edge to outwit its rivals. The focus of business strategies on the external business environment, which includes rivals and customers, is represented by competitive strategy. A firm's long-term action plan for strategic competitiveness aims to provide it with a competitive advantage over rivals after analyzing those competitors' flaws, strengths, opportunities, and dangers in the same sector and comparing them to one company. Strategic competitiveness is characterized as a long-term strategy for a certain firm to outperform its industry rivals. Its objectives are to provide a secure sanctuary in the sector and generate a high Return on Investment. Strategic competitiveness describes a company's ability to outperform rivals in similar markets in terms of profit⁹. A company that has a competitive advantage over its rivals will ultimately be more lucrative than those rivals. To outwit rivals and ensure excellent corporate performance, strategic competitiveness aims to use cost leadership, differentiation, and focus strategies of firms to build competitive advantages.

2.1.1.2 Firm Innovation

Innovation can result in new products, new services, new technologies or new management approaches. A single company can deploy a variety of innovations. A company needs to prioritize many sorts of innovation to thrive and survive in a more unpredictable world. Innovation is the use of something novel that benefits the inventor (ideally). It is the acceptance of novel ideas or practices¹⁰. "The introduction and use, within a group, organization, or broader

society, of methods, products, or procedures new to the relevant unit of adoption and intended to benefit the group, person, or wider society," according to the definition provided by the. An idea, behaviour, or thing that is recognized as a novel by a person or other unit of adoption is another definition of innovation¹¹. "The multi-stage process through which firms turn ideas into new/improved goods, services, or processes, to develop, compete, and differentiate themselves successfully in their marketplace," according to the definition of innovation. Innovation includes new goods and services, processes and technology for manufacturing them, as well as administrative changes.

One form of innovation that is possibly the most common but least studied is organizational innovation. The existing body of literature on innovation places a significantly greater focus than any other sort of innovation on technological innovation as manifested via product and process innovation. In particular, the Organization for Economic Cooperation and Development (OECD) classified innovation into two categories in the first two editions of the Oslo manual: product innovation and process innovation¹³. The third version of this guidebook has just lately started to acknowledge organizational innovation in addition to marketing innovation; this recognition dates back to 2005. Following a thorough assessment of the literature, it is revealed that organizational innovation is most common and potentially the most significant in emerging nations. For instance, noted that organizational innovations remained "at the centre of the innovation efforts" of the enterprises in Nigeria despite the discovery of certain product, process, and marketing innovations¹⁴. In recent years, businesses have given administrative innovation—a term that overlaps with organizational innovation—more emphasis¹⁵. The arguments in favour of the claim that organizational innovation is the most prevalent type of innovation in Vietnam. There is an imbalance in the material currently available when it comes to increasing our

understanding of the many forms of innovation used by businesses. Despite being the most common form, organizational innovation has received relatively little research, and our understanding of it is quite limited. What kind of actions fall under the organizational innovation category? Is there any proof that this kind of innovation improves the performance of businesses, and if so, is the connection always favourable? More empirical research on organizational innovation is needed to answer all of these problems, especially in the context of developing nations¹⁶.

Business processes, workplace organization, and external interactions are the three areas where organizational innovation is applied by the company. Business practices first refer to how work duties are carried out in firms. An example of organizational innovation in business processes is the initial implementation of lean production. Second, workplace organization describes how tasks and decision-making are distributed among employees as well as how corporate operations are organized²⁹. An example of organizational innovation in workplace organization is the first deployment of an organizational model that allows the company's employees more autonomy in decision-making. A cutting, expanding, reorganizing, or merging work assignment is part of a company's new organizational strategy for workplace organization or commercial operations. Lastly, modern organizational techniques in a company's external interactions entail modern techniques for managing relationships with its external stakeholders. A company that first outsources its hiring or production functions is an example of organizational innovation in external relations³⁰.

All administrative initiatives to update organizational routines, processes, mechanisms, systems, etc. are closely related to organizational innovations. As a result, it is closely related to the term

"administrative innovation" that many studies employ. Organizational innovation is defined by the OECD in a way that is similar to "management innovation".

2.1.1.3 Firm Productiveness

The quantity of output a company can create with a specific set of inputs is measured by productivity. Unfortunately, it's not always possible to immediately observe a company's production. In most empirical investigations of firm-level production, the output is proxied by firm sales, which have been deflated using a standard industry price index³¹. Firm-deflated sales will offer a "perfect" proxy for production if the output generated by businesses in an industry is a homogenous good. The relationship between company-deflated sales and output, on the other hand, will be broken if the products made by many businesses are even somewhat different from one another³². Since the work, the inherent issues with utilizing the deflated sales proxy to estimate company-level production functions have been highlighted. Surprisingly, the succeeding work on empirical production analysis has mostly avoided this issue. The estimation of firm productivity levels, which are derived as residuals from an estimated production function based on the deflated sales proxy, has received a significant amount of attention in this area. The proxy problem is therefore either disregarded, leading to a straightforward interpretation of the residuals as productivity, or it is brought up as a warning that the residuals inextricably blend measurements of business productivity and pricing practices²⁰. This thesis demonstrates that one can still derive useful metrics of business productivity that are unaffected by changes in the firm's pricing relative to the industry index using just data on firm-deflated sales and input utilization. This thesis demonstrates that one can still derive useful metrics of business productivity that are unaffected by changes in the firm's pricing relative to the industry index using just data on firm-deflated sales and input utilization.

Utilizing organizational resources effectively is usually understood to be the definition of productivity. Productivity is a measure of a company's capacity to use its inputs to generate the greatest amount of output. Productivity and business performance must be related. Increasing productivity might result in a decrease in the cost per unit produced, which would improve the company's profitability. This general knowledge, meanwhile, is insufficient in the contemporary corporate world. In certain cases, a company may be very profitable (due to its capacity to set higher selling prices, purchase supplies at lower rates, or maintain lower inventory levels), yet productivity may be low, and vice versa. This connection is not well-defined or fixed. Many internal and environmental factors have the potential to mask this link. However, among other methods for enhancing company performance, productivity development is a crucial one. Productivity growth entails reduced cost growth, more price competition, improved capacity to pay salaries, and more funding for business expansion and environmental protection.

A company must either advance the frontier of knowledge or get closer to it to increase production³³. According to the research, both the institutional setting and the accessibility of finance have an impact on productivity levels and the possibility that innovation will occur through invention or adoption. Some have argued that we should include finance, or the growth of the financial sector, as a theory of TFP.

The investment environment also has an impact on business performance. A sizeable amount of the variation in the performance of firms in the garment industry in the oil and gas sector in south west Nigeria is attributable to the investment climate, as assessed by variables like power outages and customs delays. In nations with stronger investment climates, there is more international integration, and thus, there may be more opportunities to embrace foreign innovations. Prior empirical research on the productivity-performance relationship recognized

productivity as the primary factor influencing profitability and enhancing corporate performance¹⁵.

2.1.2 Employee Performance

Employee performance is fundamental for the achievement of each organization and profitability in this dynamic environment¹⁶. These days, organizations require such sort of employees who put in more than their job scope and are far from goals and expectations. The vast majority of organizations coping with contemporary difficulties put more accentuation on employee performance¹¹. According to some authors, service firms invest more in their work force to maintain long-term relationships with them and to increase their performance along with job satisfaction. Downsizing, mergers, innovations and restructuring of the organizations usually decrease employee's performance. In addition to that, task, quantity and quality, changing location and time constraints radically affect the work life of employees. These days, many firms are facing current difficulties and need to focus more concentration on elevating employees' performance³⁶. More so, to connect in worthy performance, managers need to let employees have more power to design their jobs and roles. In this way, employees will discover their jobs more fit between employees' needs, skills and values. The deficiencies in employee performance will be overcome by effective leadership, communication, motivation, employee development, self-directed teams, and organizational culture.

Employee performance in the Federal Road Safety Corps (FRSC) is critical for the organization's success in ensuring road safety and effective traffic management across Nigeria. FRSC employees, including officers and road marshals, are at the forefront of enforcing traffic regulations, responding to road accidents, and educating the public on road safety practices.

Several key factors contribute to employee performance in the FRSC. Firstly, training and development play a crucial role in equipping employees with the necessary skills and knowledge for their roles. FRSC employees undergo rigorous training programs to ensure they are well-prepared to handle the challenges they may encounter in their duties. Continuous training and development are essential for keeping employees updated with the latest road safety practices, regulations, and technological advancements in the field.

Leadership and management also play a significant role in influencing employee performance. Effective leadership sets the tone for the organization and creates a positive work environment where employees feel motivated, engaged, and valued. Good leadership practices include setting clear expectations for performance, providing regular feedback and support, and recognizing employees for their contributions. Strong leadership fosters a culture of accountability, professionalism, and teamwork, which are essential for enhancing employee performance.

The work environment at the FRSC is another critical factor that impacts employee performance. Factors such as workload, resources, and organizational culture can influence how employees perform their duties. A positive work environment that values and supports employees can enhance morale, motivation, and job satisfaction, leading to improved performance. On the other hand, a negative work environment characterized by high stress, poor communication, and lack of support can have a detrimental effect on employee performance.

Employee performance in the FRSC is also influenced by factors such as job satisfaction, recognition, and rewards. Employees who are satisfied with their work are more likely to be productive, engaged, and committed to the organization. Recognizing and rewarding employees for their contributions can boost morale and motivation, leading to improved performance.

Performance management systems that set clear goals, provide regular feedback, and evaluate employee performance are essential for enhancing overall performance in the FRSC.

2.1.3 Organizational Culture

Organizational culture is generally understood as all of a company's beliefs, values and attitudes, and how these influence the behaviour of its employees³⁷. Culture affects how people experience an organization—that is, what it's like for a customer to buy from a company or a supplier to work with it.

Conceptualizing organizational culture, the concept of culture in organizations must be taught and exchanged. Organizational cultures are based on cognitive structures that help explain how workers think and make choices³⁸. The "normative glue" is known as organizational culture, which is a way of keeping the entire organization together. The definition of organizational culture also provides a basis for assessing the difference between organizations doing business in the same national culture that can survive. The concept of culture is generally used in the concept of organizations nowadays. Two main social group factors might create organizational culture; a group's structural stability and the incorporation of a single object into a higher norm. Culture can be described as a framework of common values that can be estimated to represent the similar culture of the organization, even with different backgrounds within the organization at different levels. The principles and values of the organization have a direct influence on all those who are attached to the organization.

Standards are claimed to be intangible, but if companies want to enhance employee efficiency and profitability, standards are what they need to look for. Counter Culture is mutual beliefs and values that are implicitly contrary to the values and beliefs known as counter cultures in the

wider organizational culture, developed often around a powerful manager or leader. The original organizational culture could be considered a threat to this form of culture³⁹. Subculture is the segments of culture that display different norms, principles, beliefs and behaviours of individuals due to discrepancies in geographical areas or (within an organization) departmental priorities and job requirements. The perception of subculture work. The perception of subculture workers was related to the loyalty of employees to the company. To allow for social interaction outside the workplace, some groups may have a common culture within them. Since the organizational culture reflects a shared view held by members of the organization. Therefore, individuals with distinct backgrounds or at different levels of the company are expected to identify their community in similar terms⁴⁰. That does not mean, however, that there are no subcultures. Most large organizations have a dominant culture and numerous subcultures. A dominant culture expresses the core values a majority of members share and that gives the organization its distinct personality. In large organizations, subcultures tend to evolve to represent common challenges or experiences members face in the same department or location. A subculture that incorporates the core values of the dominant culture, plus additional values specific to representatives of that department, can be present in each of the different departments. If organizations were comprised only of various subcultures, the corporate culture would be substantially less powerful as an independent variable. It is the “shared sense” element of culture that makes it such an effective instrument for behavioural instruction and shaping. But subcultures can affect the behaviour of members as well. Organizational culture is also referred to as a structure that separates the organization from other organizations with a common meaning held by members. In every organization, organizational culture is a very important topic.

For performance, organizational culture and communication between employees are important. Organizational cultures show the conditions of employment, employee behaviour, etc. A significant determinant of organizational performance is organizational culture and each organization has an exclusive social structure. In establishing the organization's brand image and making it different from its rivals, the work culture goes a long way. Over the years, the concept of culture has completely shifted from being a summary of collective practices and norms within an organization that could not be influenced. The concept has been created to recognize that organizational culture is unpredictably tangible and can be purposely crafted and leveraged as employee experience. The culture of organizations requires leadership concentration and attention and should be deliberately incorporated into the organizational structure.

Organizational culture is a framework of common assumptions, values, and beliefs that dictate how organizations treat individuals⁴¹. These common beliefs affect the people in the company strongly and control how they dress, behave, and perform their jobs. A specific culture is created and preserved by each organization, which establishes standards and limitations for the actions of the organization's members. Seven attributes that vary in importance from high to low are composed of organizational culture. For each of these attributes, each organization has a separate value that, when combined, determines the specific culture of the organization⁴². Members of organizations make decisions on the importance put on these features by their company and then change their actions to adhere to this perceived collection of values. Organizational culture involves values and attitudes that "contribute to an organization's unique social and psychological environment." Organizational culture reflects the organizational members' common values, beliefs and ideals and is a product of factors such as history, product, market, technology and strategy, employee type, management style, and strategy. The culture involves

the vision, principles, standards, structures, symbols, vocabulary, assumptions, beliefs, and behaviours of the organization. As a way of perceiving and, also, thought and feeling, it is also the pattern of such group behaviours and assumptions that are taught to new organizational participants. Organizational culture also shapes the way individuals and groups connect, with customers, and with stakeholders.

Furthermore, the organizational culture can influence how strongly workers associate with an organization. Although a company may have its "own unique culture", in larger organizations there are sometimes co-existing or conflicting subcultures because each subculture is linked to a different management team¹⁸. There are contrasting organizational cultures that depend on organizational objectives and style of leadership. In one organization, for example, you will find out that all decisions need to be thoroughly reported by managers and "successful managers" are those who can provide comprehensive evidence to support their recommendations. There is no support for innovative decisions that incur substantial change or risk. Managers tend not to introduce proposals that deviate far from the status quo, so managers of unsuccessful projects are publicly blamed and penalized. One of the company's often-used phrases is: "If it's not broken, don't repair it." In this company, there are comprehensive rules and regulations that employees are expected to follow. To ensure there are no anomalies, administrators closely supervise staff. Management, irrespective of the effect on employee morale or attrition, is concerned with high efficiency.

Job tasks are devised around people. Different divisions and lines of authority exist, and workers are required to avoid formal communication beyond their functional area or line of command with other workers⁴³. Evaluations and incentives of success prioritize individual effort, while seniority continues to be the primary factor in deciding pay increases and promotions. There are,

on the other hand, several companies where leadership facilitates and encourages risk-taking and transformation. Intuition-based judgments are respected as much as those that are well-rationalized⁴⁴. Management is proud of its history of experimenting with emerging innovations and its success in developing groundbreaking goods regularly. Managers or workers who have a good idea are encouraged to “run with it”. And mistakes are viewed as “experiences of learning”. The company is proud of being market-driven and sensitive to its customers' evolving needs quickly. For workers to obey, there are few rules and regulations, and control is loose because management thinks the workers are hard-working and trustworthy. Management is concerned with high productivity but assumes this comes about by correctly handling the individuals⁴⁵. The company is proud of its credibility as being a good place to function. Job activities are structured around work teams, and team members are encouraged to collaborate with individuals through roles and levels of authority.

Employees speak about the rivalry between teams in a constructive way. Individuals and teams have expectations, and the achievement of these results is dependent on incentives. In selecting how the objectives are accomplished, workers are granted considerable control. Strong and Weak Organizational Cultures The culture of organizations may be either weak or solid¹³. A strong corporate culture is one where the majority of workers have the same form of beliefs and principles as the organization's concern. Organizational culture is believed to be deep, with the majority of employees adopting the same kind of organizational beliefs and values. While one that is loosely knitted may be a delicate community. It may be a valuable tool for some time, but often not, for individual thinking, and accomplishments, and in an organization that wants to evolve through creativity. Laws are placed exclusively on workers and may generate diversity between the personal interests of the individual and organizational objectives. Martins and

Martins point out that “the fundamental values of the company are kept firmly and expressed widely in a strong community”. This indicates that they become more dedicated to them as organizational members embrace the common values. Therefore, a good corporate culture refers to organizations in which principles and values are expressed within an organization relatively consistently⁴⁶.

The behaviour of organizational members is profoundly affected by strong organizational cultures. In other words, a healthy community is a potent lever for behavioural advice. A strong organizational culture will enable an organization to achieve high success for the following reasons: A strong organizational culture promotes the coordination of goals. High levels of employee engagement contribute to a good organizational culture ⁴¹. It is easier for a good corporate culture to learn from its experience. Some scholars note that “one clear consequence of a good culture should be a lower turnover of workers” about the above advantages of a strong organizational culture. This is because the final results are stability, commitment and organizational participation when organizational members agree to what the company stands for. On the other hand, a weak culture means the opposite of a strong culture, i.e. organizational participants do not adhere to common ideals, values and norms. It is difficult for organizational participants in a poor culture to align themselves with the core principles and priorities of the organization. As a consequence, elements or distinct divisions of such an entity uphold numerous values that do not explicitly discuss the organization's core objectives. As they are directly related to increased turnover, poor cultures have a detrimental effect on workers. The fundamental strength of the culture of the company, in essence, is determined by how fragile or strong it is. Characteristics making up organizational culture. Optimizing the values of employees is seen as rational assets that require a culture for individual and organizational

learning, new knowledge creation, and readiness to share with others to promote their reasonable participation. There seems to be a consensus that organizational culture refers to a structure that separates a specific organization from other organizations with a common meaning held by members. On closer inspection, this structure of common sense is a collection of core characteristics that the organization's values.

2.1.4 Types of Organizational Culture

It is essential to note that not only one organizational culture exists. Academic literature generally accepts that numerous organizations have distinctive cultures⁴⁷. As revealed in theoretical studies of organizations, there are four primary forms of organizational culture: The internal process model to maintain continuity and control, and the internal process model requires a control/ internal emphasis in which information management and communication are used. This model has often been referred to as a 'hierarchical society' because it requires the regulation of technical matters, obedience, and obedience to laws. The internal process model most explicitly represents the conventional bureaucracy and public administration theoretical model that relies on structured rules and procedures as control mechanisms. The second is open systems model A flexibility/external emphasis in which preparation and adaptability are used to achieve development, resource acquisition and external support is included in the open systems model. This paradigm has also been referred to as a 'developmental culture' because it is related to creative innovative leaders who often retain an external environment emphasis. These organizations are competitive and competitive, their leaders are risk-takers, and individual initiative is connected with organizational rewards⁴⁸. The third aim of organisational culture is human relations model the model of human relations requires a flexibility/internal orientation in

which training and wider human resources growth are used to create harmony and the morale of employees.

This organizational culture model has often been referred to as 'community culture' because, through collaboration, it is correlated with confidence and involvement. Managers aim to promote and mentor staff in organizations of this kind, and lastly the rational goal model which entails a control/external orientation in which planning and target setting are used to achieve productivity and performance is included in the logical goal model⁴⁹. Due to its focus on performance and goal achievement, this type of organizational culture is referred to as a rational culture. Production-oriented organizations of this kind organize and managers organize workers in pursuit of designated objectives and targets, and incentives are related to performance⁵⁰. The meaning of this academic interpretation of culture forms is not that in organizations the styles occur in any pure form. Several cultural forms may be displayed by organizations.

Rather, in our interpretation of prevailing cultures and thinking about what re-balancing is required if culture is to be moved to embrace new behaviours and values, such typologies aid.

Functions of Organizational Culture To give meaning to organizational life, the key role of organizational culture is to describe the way of doing things¹³. Making sense is a matter of corporate culture since members of the group continue to learn from the lessons of previous members. As a result, organizational participants will benefit from whatever trials and failures others have been able to obtain in terms of information⁵¹. Organizational culture also describes organizational actions by specifying main objectives; methods of work; how members should connect and address each other; and how personal relationships should be conducted.

Dimensions of organizational culture while culture may not be instantly apparent, the identification of a collection of principles that could be used to characterize the culture of an organization allows us to more accurately define, quantify, and manage culture⁵². Several researchers have suggested different culture typologies for this reason. Organizational culture profile (OCP), in which culture is defined by four distinct dimensions, is one typology that has received a lot of research attention⁴⁹. These four elements of the culture of the organization are as follows: Power culture dimension there is a need to use power in any given organization to exert control and influence actions. Power-oriented culture is described as ‘organizational culture centered on the inequality of access to resources’ “a culture of power has a central power source from which rays of energy scatter through the organization”. This implies that power is centralized and functional and specialist strings connect organizational representatives to the core.

In the sense that it focuses on respect for authority, rationality in processes, division of work and normalization, this form of organizational culture may also be regarded as rule-oriented. Both small and larger organizations have a power-oriented community. Leadership exists in a few and depends on their capacity in small organizations managed by power-oriented leaders. Those who exercise authority seek to retain total power over subordinates. The size of the organization is a concern with such structures because if the site connects to too many events, it may break down. demonstrate that “at its worst power-oriented organizational cultures in a larger organization continues to govern through intimidation, with misuse of power on the part of leaders, their friends and their protégés for personal gain”⁵⁴. This means that the propensity to instill fear in the workforce and misuse control is present in a larger organization. Nepotism and favoritism may contribute to this. A power-oriented cultural organization also has a top-down communication

policy in general. Such an entity can be politically focused in the sense that decisions are made not on procedural or strictly rational grounds, but largely based on power. The role culture dimension characterizes role-oriented culture as “substituting the naked power of the leader for a system of mechanisms and processes”. This form of culture focuses primarily on the definition and specialization of workers. In other words, the procedures and rules that set out the job description, which is more critical than the person who fills the role, govern work. “the power of a position culture lies in its roles or specialties (finance, buying, development, etc.) that can be regarded as a set of pillars that a small group of senior executives (the front) coordinates and regulates”. This implies that formalized and centralized roles are the cornerstone and foundations of such an organization; they are governed by position and contact procedures. Owing to its mechanistic methods, such an organization is often stereotyped as bureaucratic⁵⁵. Organizations with this kind of culture are defined rationally by a collection of tasks or work boxes joined together.

A narrow band of senior management coordinates these positions or job requirements at the top. Achievement culture dimension. The achievement-oriented culture is described by scholars as “the aligned culture that lines people up behind a shared vision or purpose”. The culture of accomplishment is also referred to as the mission culture, which includes the focus of the organizational participant on realizing the organization's defined goal and objectives. A scholar notes that “a job culture is one in which control is somewhat diffuse, focused not on place or charisma but on knowledge”. Unlike role-oriented culture, where a significant role is played by positional or personal power, the center of achievement-oriented culture is abilities, abilities and expert control. Authority is, therefore, founded on sufficient expertise and competence⁵⁷.

To achieve organizational objectives, the key strategic aim of this community is to bring together the right people. This indicates that, as a function of organizational culture, the achievement-oriented culture is close to team orientation. Team orientation is described by Martins and Martins as 'the degree to which work activities are organized around teams rather than individuals. The company can satisfy its consumer demand by putting together a variety of individuals who are experts in their fields. This is because teams through concerted activities create meaningful synergy. The key drawback of the accomplishment culture in this regard, though using teams is an advantage, is that it overshadows individual success. Support culture dimension. The support-oriented cultural component differs from the achievement-oriented culture that emphasizes teams since it supports people as the organization's central point. The culture of support is an "organizational atmosphere centered on reciprocal trust between the person and the organization".

Thus, a person-oriented culture is often referred to as a support-oriented organizational culture. There is only a support-oriented organization for the people who compromise it, which can be described diagrammatically as a cluster in which no person dominates. "in the community of individuals, individuals themselves decide on their allocation of jobs, with minimally meaningful laws and communication mechanisms". In other words, based on personal choice, job tasks are usually allocated based on the need for learning and development. A positive culture produces a favorable atmosphere in the workplace that promotes proactive change, innovation and openness. The organization values the abilities of individual staff who often respect their jobs. The organization therefore sees its function as resourcing talented individuals and is allowed to make decisions for the latter. Methods of learning organizational culture Fresh workers are not completely indoctrinated in the culture of the organization, no matter how good a job the

organization does in hiring and selection. Perhaps most importantly, new workers are theoretically likely to disrupt the values and customs that are in place because they are unfamiliar with the culture of the company. The business would, therefore, want to help new hires adjust to its community. Socialization is called this phase of adaptation⁵⁸. In a variety of forms, culture is transmitted to workers. Organizational participants can learn about organizational culture in a variety of ways and methods.

2.1.5 Work-life Balance

Work-life balance is a concept that has garnered significant attention in recent years due to the increasing demands of work and the impact it has on individuals' personal lives. It refers to the equilibrium individuals seek to achieve between their work responsibilities and their personal lives, including family, leisure, and health-related activities⁵⁹. Achieving work-life balance is considered essential for maintaining overall well-being and satisfaction in both professional and personal realms. The concept of work-life balance recognizes that individuals have diverse roles and responsibilities outside of their work environment, such as caring for family members, pursuing hobbies, or engaging in social activities. These aspects of life are considered equally important as work and should be given adequate time and attention to ensure a fulfilling and satisfying life⁶⁰.

Several factors contribute to the challenge of achieving work-life balance. Work-related factors, such as long working hours, excessive workload, and job insecurity, can impede individuals' ability to engage in personal activities and maintain healthy relationships. Additionally, advancements in technology have blurred the boundaries between work and personal life, making it challenging for individuals to disconnect from work and fully engage in their personal

lives⁶¹. Organizations play a crucial role in promoting work-life balance among their employees. By implementing policies and practices that support flexibility, such as telecommuting, flexible working hours, and parental leave, organizations can help employees manage their work responsibilities while attending to personal matters⁶². Furthermore, fostering a supportive work culture that values work-life balance and encourages employees to prioritize their well-being can contribute to a healthier and more productive workforce⁶³.

Individuals also play a significant role in managing their work-life balance. By setting boundaries between work and personal life, prioritizing tasks, and practicing self-care, individuals can reduce the negative effects of work-related stress and maintain a sense of balance in their lives. Additionally, seeking social support from family, friends, and colleagues can help individuals navigate the challenges of balancing work and personal life⁶⁴.

Work-life balance is a complex and multifaceted concept that involves achieving equilibrium between work responsibilities and personal life. It is essential for individuals' overall well-being and satisfaction and requires a concerted effort from both individuals and organizations to achieve. By recognizing the importance of work-life balance and implementing strategies to support it, individuals and organizations can create a more fulfilling and sustainable work environment⁶⁵.

2.1.6 Leadership Style

Leadership style is a critical aspect of leadership theory that reflects the approach and behaviour of a leader in influencing, motivating, and guiding their followers or team members towards achieving organizational goals. It encompasses how leaders interact with their subordinates, make decisions, communicate, and address challenges within the organization⁶⁷. Leadership

styles can vary widely and are influenced by factors such as the leader's personality, values, beliefs, and the organizational context in which they operate.

One of the most well-known frameworks for categorizing leadership styles is the situational leadership theory developed by scholars. This theory suggests that effective leaders adapt their leadership style based on the readiness or maturity of their followers. The four leadership styles identified in this theory are directing, coaching, supporting, and delegating, each of which is appropriate depending on the followers' competence and commitment levels⁶⁸.

Another prominent theory of leadership style is the transformational-transactional leadership theory developed by Bass. Transformational leaders are characterized by their ability to inspire and motivate followers to achieve beyond their self-interests and to transcend their own needs for the greater good of the organization⁶⁹. Transactional leaders, on the other hand, focus on maintaining the status quo by using rewards and punishments to motivate their followers. In addition to these theories, other leadership styles have been identified, such as charismatic leadership, servant leadership, and authentic leadership. Charismatic leaders inspire and motivate followers through their charisma and vision, while servant leaders prioritize the needs of their followers and focus on their development and well-being. Authentic leaders are genuine and transparent in their actions, aligning their behaviours with their values and beliefs.

The choice of leadership style can have significant implications for organizational performance and employee outcomes. For example, transformational leadership has been associated with higher levels of employee engagement, job satisfaction, and organizational commitment, leading to improved performance and productivity. Conversely, autocratic leadership, characterized by a

top-down approach with little input from subordinates, can lead to lower morale and motivation among employees⁷⁰.

Leadership style is a critical component of effective leadership, reflecting the approach and behaviour of a leader in influencing and guiding their followers. Different leadership styles can be effective in different situations, and effective leaders are often able to adapt their style based on the needs of their followers and the organizational context. Understanding the various leadership styles and their implications can help leaders become more effective in their roles and contribute to the success of their organizations.

2.1.7 Employee Well-being

Employee well-being is a crucial aspect of organizational success and refers to the state of being comfortable, healthy, and happy in the workplace. It encompasses various dimensions, including physical, mental, emotional, and social well-being. Physical well-being in the workplace involves providing a safe and healthy work environment, promoting regular physical activity, and encouraging healthy eating habits. Employers can support physical well-being by offering ergonomic workstations, providing access to fitness facilities or programs, and promoting a culture of health and wellness⁷¹.

The concept of well-being is often understood and defined within a social constructivist framework. Several of the included studies viewed well-being as a social construct that has to be interpreted within a specific context that includes social, economic and political factors. Definitions of well-being ranged from short concepts to detailed proposals of a socially constructed definition of well-being. The widely used definition of well-being from a social constructionist perspective is that suggested by WHO. Notwithstanding criticism related to the

definition being overly prescriptive rather than descriptive with limited means of implementation, the definition has been referenced by various studies included in this review⁷². As well as by various well-being organizations, the debate that propelled this understanding of well-being began in the 1950s and continues to date as there is still not one accepted definition of well-being even within the model that rejects the medical approach. One of the early proponents of this approach was a scholar in 1958 who critiqued the tendency to equate well-being and mental illness, arguing instead that they are very distinct constructs. Similarly, a study related to the manpower and resource needs in well-being, emphasizes a shift from the medical model of understanding mental illness as another illness to a broader contextualization of mental disturbances⁷⁴. The vast majority of studies are included in this review. A scholar elaborated on a definition of well-being that reflects a broader understanding of the concept beyond disease. Furthermore, two studies suggest a reference to positive well-being rather than just well-being. Several other studies examined pieces of legislation dealing with well-being.

This is consistent with the concept that well-being remains a mystery at societal levels and is often used interchangeably with mental disorders pointing to the need for effective well-being promotion interventions that involve a range of activities to increase the chances of more people experiencing better well-being⁷⁵. The finding that well-being is used interchangeably with mental illness in policy and practice is problematic, particularly for psychiatric epidemiology. Well-being must be conceptualized from the strengths' perspective, as more than the absence of mental disorders or disabilities but a state of well-being that encompasses all aspects of an individual's life and their ability to engage productively within their community. More research is needed to extend societal understanding of well-being and its determinants at individual, family and community levels of social support. The absence of concise definitions of such

important terms further compounds the understanding of the concept of well-being⁷⁶. While the review found that the medical model is one of the dominant approaches to understanding the concept of well-being, it also determined that there is a growing trend to understand the concept as a social construct that is beyond the presence or absence of disease. Broadly, well-being is deemed a generic term referring to the overall mental state of an individual, family or community that subsumes degrees of health and illness. Although the terms are often and unfortunately used interchangeably, well-being and mental illness are understood differently in various societal contexts and do not refer to the same thing⁷⁷. The concepts are described as not mutually exclusive but one fundamental difference is that everyone has some level of well-being all of the time, just like physical health, whereas it is possible to be without mental illness.

2.1.8 Emotional Well-Being

Emotional well-being is a fundamental component of overall health, encompassing the ability to understand, manage, and constructively express one's emotions. It is characterized by a sense of balance and resilience that enables individuals to navigate the ups and downs of life effectively. Central to emotional well-being is the capacity to recognize and respond to one's own emotions, as well as to empathize with the emotions of others. This ability is essential for forming and maintaining healthy relationships and coping with stress and adversity.

Several key dimensions contribute to emotional well-being. Self-awareness, or the ability to recognize one's own emotions, is foundational, as it enables individuals to understand how their emotions influence their thoughts and behavior. Self-regulation is another critical aspect, involving the ability to manage and control one's emotions in different situations. This includes

strategies such as deep breathing, mindfulness, and cognitive reframing, which can help individuals cope with stress and regulate their emotional responses⁷⁸.

Social awareness, or empathy, is also integral to emotional well-being, as it allows individuals to understand and respond to the emotions of others. This skill is essential for building and maintaining healthy relationships, as it fosters understanding, compassion, and cooperation. Finally, relationship management, or the ability to communicate effectively and resolve conflicts, is crucial for maintaining strong and supportive social connections, which are vital for emotional well-being⁷⁹.

Emotional well-being is not static but rather fluctuates in response to internal and external factors. Life events, such as major transitions, losses, or traumas, can significantly impact emotional well-being, as can chronic stressors such as work or relationship difficulties. Conversely, positive experiences, such as meaningful relationships, accomplishments, or moments of joy, can enhance emotional well-being and resilience. Promoting emotional well-being requires a holistic approach that addresses individual, interpersonal, and societal factors. This may include strategies such as promoting emotional literacy and social-emotional learning in schools, providing access to well-being services, and creating supportive environments that foster emotional expression and connection. By prioritizing emotional well-being, individuals and communities can cultivate the resilience and emotional intelligence needed to thrive in an increasingly complex and interconnected world.

2.1.9 Employee Social Well-being

Employee social well-being refers to the quality of relationships and social interactions within the work environment that contribute to employees' overall sense of belonging, support, and

connectedness. It is a key component of overall employee well-being and is influenced by various factors, including organizational culture, leadership styles, and workplace policies. Central to employee social well-being is the quality of relationships with colleagues, supervisors, and other stakeholders. Positive relationships characterized by trust, respect, and support can enhance job satisfaction, engagement, and organizational commitment. These relationships provide a sense of belonging and can buffer against stress and burnout. Employee social well-being is a multifaceted construct that pertains to the quality of an individual's social interactions and relationships within the workplace. It encompasses various dimensions, including social support, work-life balance, job satisfaction, and organizational support. Social well-being is integral to the overall well-being of employees, as it influences their well-being, job satisfaction, and overall performance.

One of the key aspects of employee social well-being is social support. Social support refers to the availability of resources, both instrumental and emotional, from one's social network, including colleagues, supervisors, and the organization as a whole. A supportive work environment is conducive to employee well-being, as it provides a sense of belonging, reduces stress, and enhances job satisfaction. Employees who perceive high levels of social support are more likely to be engaged in their work and exhibit higher levels of performance⁸⁰.

Organizational support is also critical for promoting employee social well-being. Organizations that invest in their employees' well-being through training, development programs, and health initiatives demonstrate a commitment to their employees' welfare. Employees who perceive their organization as supportive are more likely to be loyal, motivated, and satisfied with their jobs. Employee social well-being is a complex and multifaceted concept that encompasses various dimensions, including social support, work-life balance, job satisfaction, and organizational

support. Promoting employee social well-being is not only beneficial for employees' well-being and job satisfaction but also contributes to organizational success through increased engagement and productivity.

2.1.10 Psychological Well-being

Psychological well-being is a multifaceted concept that includes the mental, emotional, and social components of a person's existence. It represents a person's subjective sense of life happiness and fulfilment, as well as their ability to deal with stress and hardship. Genetic predispositions, personality traits, life experiences, and sociocultural circumstances all have an impact on psychological well-being. One of the key components of psychological well-being is self-acceptance, which involves having a positive attitude towards oneself and accepting one's strengths and weaknesses⁸¹. Self-acceptance is associated with higher levels of overall well-being and is linked to greater resilience in the face of challenges. Another important aspect of psychological well-being is personal growth, which involves a sense of continued development and improvement as a person. This can include pursuing meaningful goals, engaging in activities that promote personal development, and seeking out new experiences and challenges. Positive relationships with others are also crucial for psychological well-being. Social connections provide emotional support, a sense of belonging, and opportunities for personal growth and fulfilment. Individuals with strong social networks tend to have higher levels of psychological well-being and better overall health outcomes.

Autonomy, or the ability to make choices and act independently, is another key component of psychological well-being. Feeling empowered to make decisions that align with one's values and goals is associated with higher levels of self-esteem and life satisfaction. a sense of purpose and

meaning in life is essential for psychological well-being. This involves having goals and values that guide one's actions and provide a sense of direction and significance. People who feel that their lives are meaningful tend to have higher levels of psychological well-being and resilience. psychological well-being is a complex and multifaceted construct that reflects an individual's overall mental and emotional health⁸³. It is influenced by a variety of factors, including self-acceptance, personal growth, positive relationships, autonomy, and a sense of purpose and meaning in life. Promoting psychological well-being requires a holistic approach that addresses these various aspects of a person's life, and can lead to greater happiness, resilience, and overall well-being.

2.1.11 The Federal Road Safety Commission (FRSC)

In February 1988, the Federal Government created the Federal Road Safety Commission through Decree No. 45 of 1988 as amended by Decree 35 of 1992 referred to in the statute books as the FRSC Act cap 141 Laws of the Federation of Nigeria (LFN). Passed by the National Assembly as the Federal Road Safety Commission (establishment) Act 2007.

1. The Corps Vision

To eradicate road traffic crashes and create a safe motoring environment in Nigeria

2. Mission Statement

The Mission of the Corps is to Regulate, Enforce and Coordinate all Road Traffic and Safety Management activities through Sustained public enlightenment o Promotion of stakeholder cooperation of Robust data management o Improved vehicle administration o Prompt rescue services o Effective patrol operation

In particular, the Commission is charged with the responsibilities of:

Preventing or minimizing accidents on the highway; Clearing obstructions on any part of the highways; Educating drivers, motorists and other members of the public generally on the proper use of the highways; Designing and producing the driver's license to be used by various categories of vehicle operators; Determining, from time to time, the requirements to be satisfied by an applicant for a driver's license; Designing and producing vehicle number plates, The standardization of highway traffic codes; Giving prompt attention and care to victims of accidents; Conducting researches into causes of motor accidents and methods of preventing them and putting into use the result of such researches; Determining and enforcing speed limits for all categories of roads and vehicles and controlling the use of speed limiting devices; Cooperating with bodies or agencies or groups in road safety activities or in prevention of accidents on the highways; Making regulations in pursuance of any of the functions assigned to the Corps by or under this Act.

Regulating the use of sirens, flashers and beacon lights on vehicles other than ambulances and vehicles belonging to the Armed Forces, Nigeria Police, Fire Service and other Para-military agencies; Providing roadside and mobile clinics for the treatment of accident victims free of charge; Regulating the use of mobile phones by motorists; Regulating the use of seat belts and other safety devices; Regulating the use of motorcycles on the highway; Maintaining the validity period for drivers' license which shall be three years subject to renewal at the expiration of the validity period; and In exercise of the functions, members of the Commission shall have power to arrest and prosecute persons reasonably suspected of having committed any traffic offence.

2.2 Theoretical Framework

There are many perspectives and models to explain the theoretical framework of unethical work behaviour and the theoretical framework for locus of control and effort-reward imbalance are also discussed.

2.2.1 Stressor-Emotion Model

The Stressor-Emotion model was first proposed by Susan Folkman and Richard Lazarus in the 1980s as part of their transactional model of stress and coping. Lazarus and Folkman were influential figures in the field of psychology, particularly in the study of stress, coping, and emotion. The model suggests that stress arises from an individual's appraisal of a situation and ability to cope. Stressors are seen as events or circumstances that challenge an individual's resources and are appraised as potentially harmful or threatening. The emotional response to stressors is considered a key mediator in the stress process, influencing how individuals interpret and respond to stressful situations. According to the Stressor-Emotion model, emotional responses to stressors are not only a consequence of stress but also play a central role in shaping subsequent coping efforts and outcomes.

The model suggests that the intensity and duration of emotional responses depend on individual differences and the nature of the stressor. For example, a high workload coupled with tight deadlines may result in more intense emotional responses compared to a less challenging situation. These emotional responses, in turn, influence various outcomes such as job performance, well-being, and job satisfaction. The Stressor-Emotion model also highlights the role of moderating factors, which can influence the strength of the relationship between stressors, emotional responses, and outcomes. Factors such as social support, coping strategies, and

personality traits can all impact how individuals respond to stressors and the subsequent outcomes they experience. In practical terms, the Stressor-Emotion model suggests that organizations should pay attention to both the stressors present in the work environment and the emotional responses of their employees. By identifying and addressing sources of stress, providing support for managing emotions, and promoting positive coping strategies, organizations can help mitigate the negative effects of stressors and improve employee wellbeing and performance.

The workplace is an environment that is rife with the experience and expression of strong emotion. It is the source of both physical (e.g. money) and psychological (e.g. esteem) needs and fulfilment. Individuals monitor workplace events and those deemed as particularly relevant for enhancing or hurting well-being will tend to induce emotion. Therefore, a situation that induces negative emotion will increase the likelihood that dysfunctional or unethical work behavioural responses will occur either as actively or directly attacking the agent of the situation (e.g. by avoiding work or drunkenness).

The stress-emotion model is based on prevalence approaches to emotion, the stress process in general and job stress in particular. What counts in this model is not the objective work environment but rather, the individual's perception of environmental challenges and appraisal of his/her ability to cope with these challenges. A negative appraisal triggers negative emotions. These emotions, in turn, are linked to strain responses in the workplace. In specific application of the Stressor- Emotion model, the employee perceives and interprets objective job conditions as constraints, conflict injustice that challenge his/her goal achievement or well-being and appraises his/her abilities to cope⁸³.

2.2.2 Frustration-Aggressive Model

The frustration-aggressive model has its roots in the classic Dollard-miller. Frustration-aggression theory focuses on the interplay of affective and behavioural responses to certain types of work situations. The Dollard model views aggression as a consequence of frustration.

However, it suffices to say it could be the antecedence of unethical work behaviour. The key contribution of human aggression theory is the linkage between anger/frustration and aggression. Frustration-aggression hypothesis suggests that Frustration is defined as interference with a person's goal-oriented behaviour can lead to aggression, depending on factors such as the availability of alternative responses and perceived danger of punishment. Fox and Spector fleshed out this hypothesis in the domain of the workplace, looking at connections between Frustrations as an environmental condition (i.e. organizational constraints), emotional reaction (usually anger) to such conditions, cognitive elements (e.g perceived control), personality and workplace aggression.

The Frustration-Aggression Model, suggests that when individuals are prevented from achieving a desired goal, they may become frustrated, which can lead to aggression. In the context of the study on Employee well-being, Organizational Culture, and Organizational Performance of Federal Road Safety Commission (FRSC) Workers in Oyo State, this model can be linked as follows:

Frustration experienced by employees in the FRSC, such as from high job demands, insufficient resources, or lack of support, can have negative effects on their well-being. This frustration may lead to increased stress, anxiety, or depression, impacting their overall well-being and, subsequently, their performance. The organizational culture within the FRSC in Oyo State can

influence the level of frustration employees experience. A culture perceived as unfair, unsupportive, or overly competitive may heighten feelings of frustration among employees.

Frustration can have detrimental effects on employee performance. When employees are frustrated, they may become less motivated, engaged, and satisfied with their work, ultimately affecting the overall organizational performance of the FRSC in Oyo State. While the Frustration-Aggression Model traditionally focuses on aggressive behaviour, in this study, aggression can also manifest as negative workplace behaviours, such as increased absenteeism, turnover intentions, or engagement in counterproductive work behaviour. These behaviours can further impact organizational performance. By understanding the role of frustration in the workplace, organizations like the FRSC can implement strategies to mitigate frustration levels, promote employee well-being, cultivate a positive organizational culture, and ultimately enhance organizational performance.

2.2.3 Organizational Support Theory

Organizational Support Theory (OST) was developed by organizational psychologists Robert Eisenberger, Rhonda Armeli, and Jerald Greenberg in the late 1980s and early 1990s. The theory posits that employees develop a perception of organizational support (POS) based on their experiences of how much the organization values their contributions and cares about their well-being. This perception influences various aspects of employee behaviour and attitudes. At the core of OST is the belief that when employees perceive high levels of support from their organization, they are more likely to reciprocate that support through positive attitudes and behaviours. This reciprocity can manifest in increased job satisfaction, organizational commitment, and motivation to contribute to the organization's goals⁶⁷. Conversely, low

perceived organizational support can lead to feelings of neglect or lack of concern, which may result in decreased job satisfaction, commitment, and performance.

This theory suggests that organizational support can be demonstrated through various means, such as providing resources and opportunities for professional development, offering fair and respectful treatment, and showing genuine care for employees' well-being. These supportive actions are believed to foster a positive organizational climate where employees feel valued and motivated to perform at their best⁸⁷. Organizational support can be manifested in various ways, including providing resources and opportunities for growth and development, offering fair and respectful treatment, and demonstrating genuine care for employees' well-being. These supportive actions create a positive work environment where employees feel valued and respected, leading to higher levels of engagement and performance.

One of the key aspects of OST is its focus on the role of perceived support, rather than actual support, in influencing employee outcomes. This means that even if an organization provides high levels of support in reality if employees do not perceive this support, they may not exhibit the positive behaviours associated with OST. Therefore, it is crucial for organizations to not only provide support but also ensure that employees perceive this support. Essentially, Organizational Support Theory highlights the importance of creating a supportive work environment where employees feel valued and cared for. By understanding and meeting employees' needs for support, organizations can enhance employee well-being, job satisfaction, and overall organizational performance. Organizational Support Theory suggests that when employees perceive high levels of support from the organization, they are more likely to experience higher levels of job satisfaction and commitment. This is particularly important in the FRSC, where employees are often faced with challenging and high-pressure situations. A supportive

organizational culture that values their efforts and provides resources for their wellbeing can enhance their job satisfaction and commitment, leading to improved performance.

Additionally, OST highlights the importance of organizational culture in shaping employee perceptions of support. A positive organizational culture that prioritizes employee wellbeing and safety can contribute to higher levels of perceived support. In the FRSC, a culture that promotes teamwork, communication, and support among personnel can foster a sense of belonging and enhance overall wellbeing and performance. Furthermore, OST emphasizes the role of leadership in demonstrating and promoting organizational support. Leaders in the FRSC play a crucial role in shaping the organizational culture and setting the tone for supportiveness. Transformational leadership styles, which focus on inspiring and motivating employees, can contribute to higher levels of perceived support and ultimately, better employee wellbeing and performance.

2.3 Review of Empirical Studies

The relationship between employee emotional well-being and job performance has garnered considerable attention in organizational research, particularly within the context of the Federal Road Safety Commission (FRSC) in Oyo State, Nigeria. Emotional well-being, defined as the subjective state of an individual's emotional experiences and overall psychological functioning, is a crucial aspect of employees' lives that can significantly influence their performance in the workplace. Several studies have explored the impact of emotional well-being on various aspects of job performance, including task performance, organizational citizenship behaviour, and overall job satisfaction. For example, a study by Bakker and Demerouti found that employees with high levels of emotional well-being are more likely to engage in proactive work behaviors,

such as taking on additional tasks and helping colleagues, which can positively impact organizational outcomes.

In the context of the FRSC in Oyo State, the relationship between employee emotional well-being and job performance can be examined through the lens of job demands-resources (JD-R) theory. According to this theory, job demands (e.g., workload, time pressure) and job resources (e.g., social support, autonomy) can influence employees' emotional well-being, which in turn affects their job performance⁵⁰. Research specific to the FRSC or similar organizations is limited, but studies in other contexts provide insights that may be relevant. For instance, a study by Schaufeli and Bakker found that emotional exhaustion, a component of emotional well-being, was negatively related to job performance among healthcare workers. This suggests that managing employees' emotional well-being is crucial for enhancing their performance in high-stress environments, such as the FRSC.

Employee psychological well-being is a critical factor that can significantly influence the quality of work among employees, particularly in high-stress environments such as the Federal Road Safety Commission (FRSC) in Oyo State, Nigeria. Psychological well-being refers to the overall well-being and positive functioning of an individual, encompassing aspects such as self-esteem, resilience, and a sense of purpose in life. Several studies have examined the impact of employee psychological well-being on various aspects of work quality, including job performance, job satisfaction, and organizational commitment. For example, a study by Wright and Cropanzano found that employees with higher levels of psychological well-being are more likely to be engaged in their work and demonstrate higher levels of job performance.

In the context of the FRSC in Oyo State, understanding the influence of employee psychological well-being on work quality requires considering the unique challenges and stressors faced by FRSC workers, such as the demanding nature of their job, exposure to traumatic events, and the need to make quick decisions in high-pressure situations. These factors can impact employees' psychological well-being and, in turn, their ability to perform their duties effectively. Research specific to the FRSC or similar organizations is limited, but studies in other contexts provide insights that may be relevant. A study by Bakker, Demerouti, and Sanz-Vergel found that psychological well-being was positively related to job performance among employees in a Spanish healthcare organization, highlighting the importance of promoting psychological well-being in enhancing work quality.

Employee social well-being, which encompasses the quality of relationships and social support within the workplace, is a crucial factor that can significantly impact work efficiency among employees, including those in high-stress environments such as the Federal Road Safety Commission (FRSC) in Oyo State, Nigeria. Social well-being refers to the extent to which individuals feel connected to others, experience positive social interactions, and perceive a supportive social environment. Numerous studies have explored the relationship between employee social well-being and work efficiency, often using constructs such as social support, social integration, and organizational citizenship behaviour (OCB) to measure social well-being and work efficiency. A study by Podsakoff et al. found that employees who perceive higher levels of social support from their colleagues and supervisors are more likely to engage in OCB, which can enhance work efficiency and overall organizational performance.

In the context of the FRSC in Oyo State, understanding the relationship between employee social well-being and work efficiency is crucial due to the nature of the work, which often requires

collaboration and coordination among team members to achieve organizational goals. Employees who experience positive social interactions and perceive a supportive social environment are likely to be more motivated, engaged, and efficient in their work. Research specific to the FRSC or similar organizations is limited, but studies in other contexts provide insights that may be relevant. A study by Sonnentag found that social support from colleagues was positively related to work efficiency among employees in a German manufacturing company, highlighting the importance of social well-being in enhancing work outcomes.

The effect of work-life balance practices on the relationship between employee well-being and organizational performance has become a focal point of research in recent years, particularly in organizations like the Federal Road Safety Commission (FRSC) where employees often face high levels of job stress. Work-life balance practices are organizational initiatives aimed at helping employees effectively manage their work and personal responsibilities, which can have implications for their well-being and ultimately, organizational performance. Several studies have examined the impact of work-life balance practices on employee well-being and organizational performance. Employees who reported higher levels of work-life balance were also more likely to report better well-being outcomes, such as lower levels of stress and higher levels of job satisfaction¹⁰³. This suggests that work-life balance practices can play a crucial role in promoting employee well-being.

Furthermore, research has shown that employee well-being is closely linked to organizational performance. Some scholars found that employees with better well-being were more likely to be engaged in their work and demonstrate higher levels of job performance, which can have positive implications for organizational outcomes. In the context of the FRSC, where employees often face high levels of job stress due to the nature of their work, the role of work-life balance

practices in supporting employee well-being and organizational performance is particularly relevant. By providing employees with the resources and support they need to effectively manage their work and personal responsibilities, organizations like the FRSC can help reduce stress levels, improve well-being outcomes, and ultimately enhance organizational performance.

The effect of leadership style on the relationship between employee well-being and organizational performance is a topic of significant interest in organizational research, particularly in high-stress environments such as the Federal Road Safety Commission (FRSC). Leadership style refers to how leaders interact with and influence their followers, and it can have a profound impact on employee well-being and organizational outcomes. Several studies have examined the impact of leadership style on employee well-being and organizational performance. For example, a study found that transformational leadership, which involves inspiring and motivating followers to achieve their best, was positively associated with employee well-being and job performance. This suggests that leaders who adopt a transformational leadership style may be more effective in promoting employee well-being and enhancing organizational performance¹⁰³.

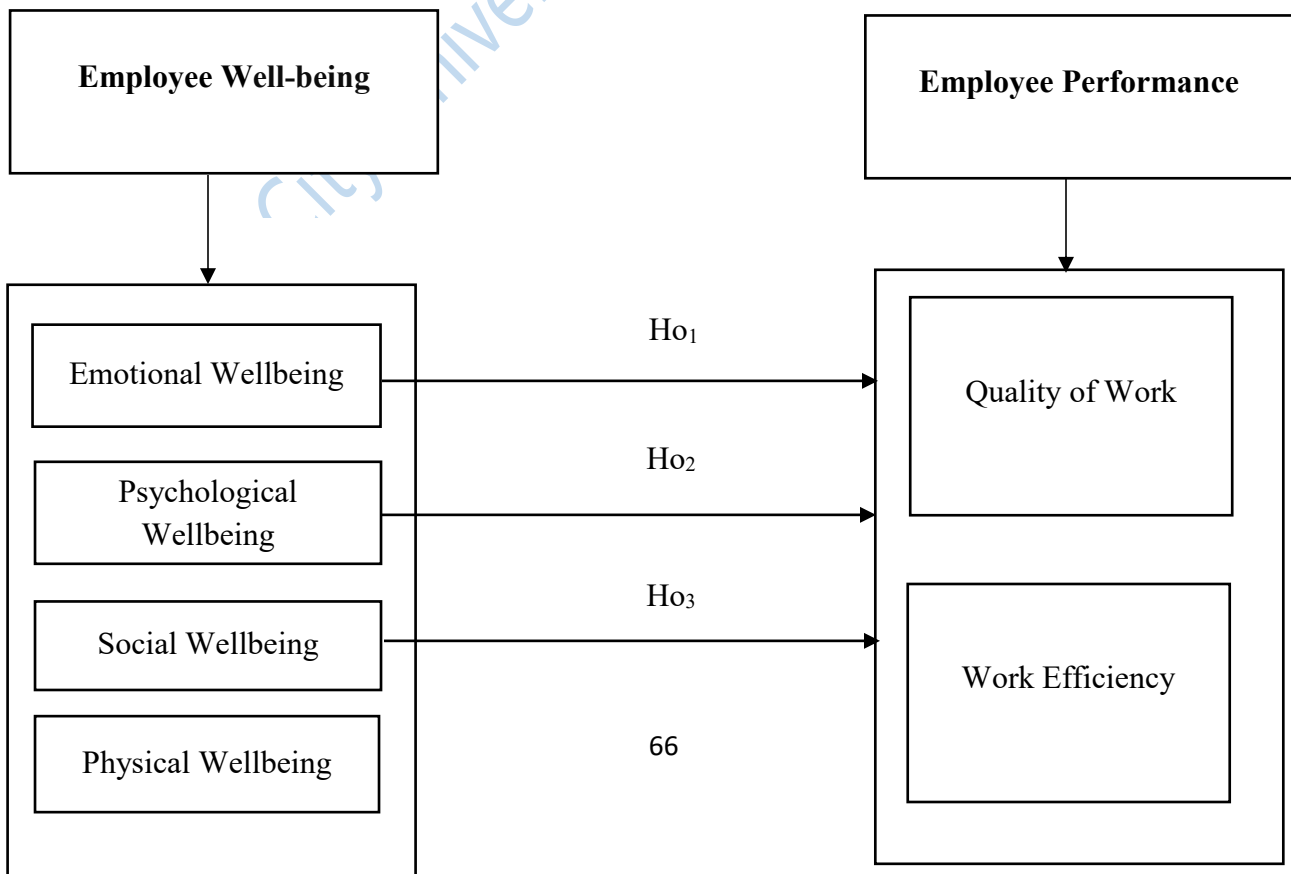
Conversely, research has also shown that leadership styles characterized by high levels of control or micromanagement can have negative effects on employee well-being and organizational performance. Some scholars found that employees who perceived their leaders as controlling experienced higher levels of stress and lower job satisfaction, which can ultimately impact organizational outcomes¹⁰⁴. In the context of the FRSC, where employees often face high levels of job stress due to the nature of their work, the role of leadership style in supporting employee well-being and organizational performance is particularly important. Leaders who adopt a supportive and empowering leadership style, such as transformational leadership, may be better

able to help employees cope with stress, improve their well-being, and enhance their performance.

Based on the literature review, this study proposes that attitude towards unethical work behaviour is significantly related to locus of control and effort-reward imbalance. All other forms of mental illness were attributed to external factors including failure to conduct appropriate sacrifices and rituals to appease the ancestors and the ancestors' displeasure due to non-observance of taboos, bewitchment and sorcerers sending evil spirits. Well-being literacy and conceptualizations of well-being are often influenced by background and context¹⁰⁵. Although the topics of most of the papers included in the review focused on the definition of well-being, and inter alia, an understanding of the concept of well-being, very few papers presented a clear and measurable definition of well-being. Well-being was rarely operationalized confusing the meaning of the concept itself. Twenty-seven papers were included in this review that aimed to demystify the concept of well-being¹⁰⁶. The social and psychological determinants of the level of well-being are associated with indicators of poverty, low levels of education, rapid social change, stressful work conditions, gender discrimination, social exclusion, unhealthy lifestyle, risks of violence, physical ill health, human rights violations and biological determinants that are known to be congenital such as genetic factors that contribute to imbalances in chemicals in the brain¹⁰⁶. Although poor well-being is associated with emotional distress and psychosocial impairment comparable to that of a major depressive episode, the effects of poor well-being are both severe and prevalent, with poor well-being being more common than depression. The medical model that views well-being as the presence or absence of a disease, remains one of the most dominant approaches to understanding well-being. In contrast to the medical model, the concept of well-being is also often understood and defined within a social constructivist framework. A number of

the included studies viewed well-being as a social construct that has to be interpreted within a context that includes social, economic and political factors. The vast majority of papers included in this review espoused definitions of well-being that reflect a broader understanding of the concept beyond well-being as a disease. Other considerations of well-being were based on traditional beliefs and rituals associated with community well-being care and healing.

2.4 Conceptual Model



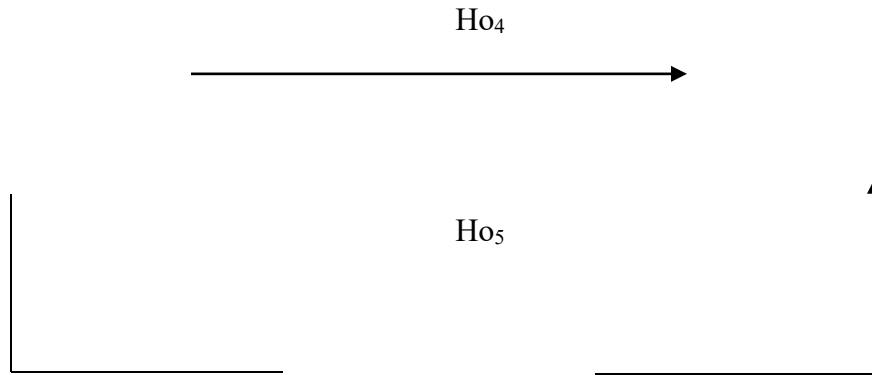


Figure 2.1: Conceptual Model

Source: Researchers Computation, 2024

This conceptual model for this study is based on organizational support theory. This theory focuses on the impact of perceived organizational support (POS) on employee outcomes such as job satisfaction, commitment, and performance. According to OST, employees who perceive that their organization values their contributions and cares about their well-being are more likely to be satisfied, committed, and perform better⁸⁸. The key premise of OST is that employees form perceptions about the level of support they receive from their organization based on various factors such as organizational policies, procedures, and the behavior of supervisors and colleagues. These perceptions of support, in turn, influence employee attitudes and behaviors.

In the context of the study, OST provides valuable insights into how organizational support influences the relationship between employee wellbeing, organizational culture, and performance. For example, a supportive organizational culture that prioritizes employee wellbeing may lead to higher levels of perceived organizational support. This, in turn, can enhance employee job

satisfaction, commitment, and performance. Conversely, a lack of perceived support may result in lower levels of engagement and performance. By using OST as a theoretical framework, the study can explore how organizational support influences the relationship between employee wellbeing, organizational culture, and performance within the FRSC in Oyo State. It can also help identify strategies to enhance perceived organizational support and improve employee outcomes in the organization.

2.5 Summary of Gap in Literature Reviewed

Culture is the “social glue” which provides a “we-feeling”, thus combating distinction mechanisms that are an inevitable part of an organization. Organizational culture provides the foundation for contact and understanding a common framework of meanings. If these tasks are not satisfactorily carried out, culture will dramatically reduce an organization's performance. There can be different cultures within organizations, although certain basic organizational principles or standards can exist, in some ways these vary within different work environments. In terms of values, norms, artifacts, and management/leadership style. Many attempts have been made to identify or define organizational culture as a framework for the study and intervention of cultures in organizations. This thesis will focus on well-being, Organizational Culture, and Employee Performance because Organizational climate interventions seek to analyze organizations on the parameters intended to capture or explain climate experiences. One culture cannot be said to be better than another but to be more or less suitable in the sense that it applies to the requirements and circumstances of the company and contributes instead of hindering its success.

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Chapter Three

Methodology

This chapter describes the various social and scientific methods of carrying out this research by viewing the research methods and designs, research population, sample size, sampling techniques and procedures, the applicable and adopted sources of data collection, applicable research instrument; the validity and reliability of the adopted research instrument and finally, the method of data analysis

3.1 Research Design

The research design for this study is descriptive. This design involves collecting data from a sample of Federal Road Safety Commission (FRSC) workers in Oyo State at a single point in time. The survey will use a structured questionnaire to gather information on employee well-being, organizational culture, and organizational performance. A cross-sectional survey is a cost-effective and efficient way to collect data from a large sample of employees. Given the geographic spread of FRSC workers in Oyo State, a survey allows for data collection from a diverse group of employees without the need for extensive travel or resources. This design provides a snapshot of the current state of employee well-being, organizational culture, and organizational performance within the FRSC in Oyo State. This information can be valuable for identifying areas of concern and informing future interventions. Additionally, Surveys allow for the collection of quantitative data, which can be analyzed using statistical methods to identify patterns and relationships between variables. This will enable us to examine the relationships between employee well-being, organizational culture, and organizational performance systematically. The findings from a cross-sectional survey can be generalized to the larger

population of FRSC workers in Oyo State, provided that the sample is representative of the population.

3.2 Population of the Study

The area of study for this work is the Oyo State Sector Command of the Federal Road Safety Corps (FRSC), located in Eleyele, Ibadan. The FRSC is a critical government agency in Nigeria responsible for ensuring road safety and traffic management. With 37 Sector Commands (offices) across the country, the FRSC plays a crucial role in enforcing traffic regulations, educating the public on road safety, and responding to road accidents.

The focus on the Oyo State Sector Command in Eleyele, Ibadan, is significant due to several factors. Firstly, Ibadan is one of Nigeria's largest cities and a major transportation hub, making road safety a critical issue in the region. The FRSC's presence in Ibadan is crucial for managing traffic flow, enforcing road safety laws, and responding to emergencies. Secondly, Oyo State has a high incidence of road accidents, making it an important area for road safety interventions. By focusing on the Oyo State Sector Command, this study aims to contribute to the understanding of road safety challenges in the region and provide insights into how the FRSC can improve its operations to enhance road safety.

The population of the study includes all employees working at the Oyo State Sector Command of the Federal Road Safety Corps (FRSC) in Eleyele, Ibadan. This population consists of officers, and marshals, involved in the daily operations of the Sector Command. The FRSC in Oyo State Sector Command has a diverse workforce, including individuals with various roles and responsibilities related to road safety and traffic management. Oyo State Command of the

Federal Road Safety Corps (FRSC) in Eleyele has 174 staff which will be considered as the study population.

Table 3.1 Sample Size Distributions

Categories	Number
Officer	72
Marshals	102
Total	174

Source: Researcher's Compilation, 2024

3.3 Sample and Sampling Technique

This study will adopt total enumeration sampling, also known as census sampling. It is a research method that involves studying an entire population rather than a sample. In total enumeration sampling, every individual or unit in the population is included in the study, leaving no room for sampling error. This method is often used when the population size is small or when it is feasible to study the entire population.

Total enumeration sampling offers several advantages. Since the entire population is studied, the results are considered to be highly accurate and representative of the population. This can be particularly useful in small populations where sampling error could be significant. Additionally,

total enumeration sampling eliminates the need for statistical inference, as there is no need to generalize the findings from a sample to the larger population.

The sample size for the study will consist of the total population of officers and marshals in the FRSC, Eleyele command as this is the headquarters of the operations of Federal Road Safety Corps FRSC in Ibadan, also every other command in Ibadan sends their monthly reports to the Eleyele command monthly.

3.4 Description of the Research Instrument

The research instrument for the study was a structured questionnaire. The questionnaire comprises two (2) parts; with part “A” comprising six (6) items seeking demographic data such as gender, age, marital status, level of education etc.

Part B was meant to directly address the research problems. The questionnaire will be structured in a 5-point Likert type. The Likert Scale is an ordered, one-dimensional scale from which respondents choose one option that best aligns with their view. Part “B” consists of twenty-one (21) items, divided into sections with each section representing items to address each of the five research objectives of the study.

Section A: Consists of demographic data of respondents

Section B: The relationship between employee emotional well-being and Performance of Federal Road Safety Commission (FRSC) Workers in Oyo State;

Section C: The influence of employee psychological well-being on the quality of work of Federal Road Safety Commission (FRSC) Workers in Oyo State

Section D: The relationship between employee social well-being on work efficiency, of Federal Road Safety Commission (FRSC) Workers in Oyo State

Section E: The effect of work-life balance practices on the relationship between employee well-being and organizational performance of FRSC

Section F: The effect of leadership style on the relationship between employee well-being and organizational performance of FRSC.

3.5 Validity of Research Instrument

The validation of the research instrument is a critical step in ensuring the reliability and validity of the data collected. In this study, the research instrument, which includes the questionnaire used to gather data from employees of FRSC in Ibadan, Oyo State was validated through several steps. Firstly, the questionnaire was reviewed by a panel of experts in the field to assess its clarity, relevance, and appropriateness for the study. Their feedback was used to refine the questionnaire and ensure that it effectively measures the constructs of interest. Secondly, a pilot test was conducted with a small sample of respondents to assess the clarity and comprehensibility of the questionnaire. Based on the feedback received, the questionnaire was further refined to improve its reliability and validity.

Additionally, the reliability of the questionnaire was assessed using statistical measures such as Cronbach's alpha. This measure assesses the internal consistency of the questionnaire and ensures that the items within each construct are measuring the same underlying concept. Overall, the validation of the research instrument was a rigorous process that involved multiple steps to ensure the reliability and validity of the data collected.

3.6 Reliability of Research Instrument

Reliability refers to the consistency or dependability of a measuring instrument. When using Likert-type scales it is imperative to calculate and report Cronbach's alpha coefficient for internal consistency reliability for any scales or subscales one may be using⁸. Cronbach alpha coefficient values range between 0 and 1. A higher value indicates higher reliability among the indicators. Hence, 1 is the highest value that can be achieved. A decision rule used in the study is based on the minimum acceptable level which is 0.70. In this research, the reliability of the instrument was determined by a reliability test through the use of a pilot study. A test and retest approach were adopted and the pretest was done using a questionnaire.

3.7 Method of Data Collection

The structured questionnaire, validated and tested for reliability, was prepared sufficiently for distribution. Each questionnaire includes clear instructions to ensure respondents accurately complete it. The questionnaires were distributed to all FRSC Oyo State Sector Command employees in Eleyele, Ibadan. This includes both officers and marshals. Given the total enumeration sampling method, every staff member will receive a questionnaire.

Prior to distribution, a formal communication was sent to the FRSC management to inform them about the study and seek their cooperation. This communication explained the purpose of the study, the importance of participation, and assure confidentiality of the responses. Respondents were given a specified period, typically one to two weeks, to complete the questionnaires. Collection boxes were placed at strategic locations within the FRSC office to facilitate easy return of the completed questionnaires. Regular reminders were sent to encourage the timely submission of the questionnaires.

Before the full-scale data collection, a pilot test was conducted with a small sample of respondents. This is to ensure that the questions are clear and understandable and to identify any potential issues with the questionnaire. The primary method of data collection was a survey using a structured questionnaire. The survey was self-administered, allowing respondents to complete the questionnaire at their convenience within the specified period. In cases where respondents may need assistance or clarification, supervised sessions were organized. These sessions provided an opportunity for respondents to ask questions and ensure they completed the questionnaire accurately.

3.8 Method of Data Analysis

In this study, descriptive statistics such as frequency counts with simple percentages were used to analyze the demographic information as well as the five research questions. Inferential statistics such as multiple Linear regression will be used to test hypotheses. All analyses will be carried out using the IBM SPSS Statistics (version 24). Each question in the questionnaire will be scored from 0 – 4.

Chapter Four

Results and Discussion of Findings

The results of the data analysis, and their interpretations, are presented in this chapter in relation to the objective of the research. The data analysis was conducted using statistical software, which allowed for the examination of various variables and their relationships. The findings of the analysis provide valuable insights into the research question and contribute to the overall understanding of the topic. Additionally, the interpretations of the results shed light on the significance of the findings and their implications for future research and practical applications.

A total of 174 copies of questionnaires were distributed to all employees working at the Oyo State Sector Command of the Federal Road Safety Corps (FRSC) in Eleyele, Ibadan of which only 171 copies were returned. This represents 98.2% return rate which signifies a high level of participation and interest from the staff. The high return rate indicates that all staff working at the Oyo state sector command of the Federal Road Safety Corps (FRSC) in Eleyele, Ibadan were willing to actively contribute to the research and share their opinions and experiences. This level of engagement enhances the validity and reliability of the study's findings, as it suggests that the collected data is representative of the organization's overall population.

4.1 Demographic Characteristics of Respondents

Table 4.1: Demographic Characteristics of Respondents

Characteristics	Classification	Frequency	Percentage
Gender	Male	137	80.1
	Female	34	19.1
Age	Between 20 – 30 years	58	33.9
	Between 31 – 40 years	33	19.3
	Between 41 – 50 years	58	33.9
	Above 50yrs	22	12.9
Highest Educational Qualification	Secondary School Certificate	9	5.3
	Diploma	39	22.8
	Bachelor's Degree	40	23.4
	Master's Degree	37	21.6
	Doctoral Degree	31	18.1
	Other (please specify)	15	8.8
How long have you been employed	1 - 5yrs	37	21.6
	6 - 10yrs	41	24.0
	11 - 15yrs	39	22.8
	Above 15yrs	54	31.6
Current position at work	Between the rank of Assistant Route Commander (Entry Point) - Route Commander	40	23.4
	Between the rank of Superintendent Route Commander - Assistant Corps Commander	59	34.5
	Between the rank of Deputy Corps	52	30.4

Commander - Assistant Corps Marshal Between the rank of Deputy Corps Marshal - Corps Marshal	20	11.7
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Source: Author's Computation 2024

From table 4.1 it is evidenced that 80.1% of the respondent are male while 19.9% of the respondent are female. This shows that the questionnaires were distributed in a way that the opinions of both genders are considered. The second table includes a diverse range of age groups of the staff. Therefore, staff between the age of 20 – 30 years represent 33.9%, Staff between the age of 31 – 40 years are 19.3%, staff between the age of 41 – 50 years represent 33.9%, and staff above 50 years constitute 12.9%. This distribution of age groups allows for a balanced representation of experience and perspectives within the staff. It also promotes a collaborative and inclusive work environment where different generations can contribute their unique skills and knowledge.

In regard to the qualification of the respondent, 5.3% of the respondent have Secondary School Certificate, 22.8% of the respondent have Diploma, 23.4% of the respondent have Bachelor's Degree, 21.6% of the respondent have Master's degree. Although 18.1% of the respondent have Doctoral degree, while the remaining 8.8% of the respondent bag other qualification. Overall, the majority of respondent in the study have at least a Bachelor's degree, with a significant portion also holding Master's degrees. The percentage of respondent with Doctoral degrees is lower in comparison to those with Bachelor's and Master's degrees. Also, concerning the respondent experience. It was reveal that 21.6% of the respondent have 1 – 5 years of experience, 24.0% have about 6-10 years of experience, 22.8% of the respondent have 11-15 years of experience while the remaining 31.6% have above 15 years of experience. The distribution of experience

among respondent varied, with a significant portion having over 15 years of experience. This diversity in experience levels likely contributed to the richness of insights gathered during the survey.

Additionally, the fifth table shows the position of the respondent at work. i.e it was found that 23.4% of the respondent are between the rank of Assistant Route Commander (Entry Point) - Route Commander, 34.5% of the respondent are between the rank of Superintendent Route Commander - Assistant Corps Commander, 30.4% of the respondent are between the rank of Deputy Corps Commander - Assistant Corps Marshal. While the remaining 11.7% of the respondent are between the rank of Deputy Corps Marshal - Corps Marshal. Overall, the distribution of respondent across different ranks within the organization provides valuable insight into the composition of the sample. This information can help in understanding the perspectives and experiences of individuals at various levels of authority within the organization.

4.2 Presentation of Data

In this section, answers were provided to the study research questions. These questions were asked to provide a general awareness on the subject matter. The frequency of each responses were all analysed and their mean response were obtained. The Justification for using a mean to analyse this data is that it help capture the average response of the participants so that the study can have a general conclusion of what is on ground.

4.2.1 Answers to Research Questions

Table 4.2 Employee Emotional Wellbeing

Statements	SD Frequency (%)	D Frequency (%)	UN Frequency (%)	A Frequency (%)	SA Frequency (%)	Mean (\bar{X})	Std Deviation
I feel emotionally drained at work.	55 (32.2%)	23 (13.5%)	19 (11.1%)	57 (33.3%)	17 (9.9%)	2.7544	1.45053
I feel supported by my colleagues when facing challenging situations at work.	11 (6.4%)	33 (19.3%)	29 (17.0%)	77 (42.1%)	26 (15.2%)	3.4035	1.15085
I am satisfied with my job performance.	8 (4.7%)	10 (5.8%)	21 (12.3%)	96 (56.1%)	36 (21.1%)	3.8304	0.98244
I feel motivated to perform well in	3	11	23	86	48	3.9649	0.91327

my job.	(1.8%)	(6.4%)	(13.5%)	(50.3%)	(28.1%)		
I believe that my emotional well-being affects my ability to perform my job duties effectively.	16 (9.4%)	20 (11.7%)	19 (11.1%)	85 (49.7%)	31 (18.1%)	3.5556	1.18873
Overall Mean						3.5018	0.68988

Source: Researcher's Computation 2024

The result in table 4.2 shows the responses from the staff on Employee Emotional Well-being. From the first research question, it is evidenced that 32.2% of the respondent strongly disagreed, 13.5% disagreed, 11.1% Undecided, 33.3% Agreed and 9.9% of the respondent strongly agreed. It is therefore shows that the mean response rate was 2.7544 which is above the average 2.5. This show that majority of respondent agree that they feel emotionally drained at work. This indicates that there is a significant portion of the respondent who feel emotionally drained at work, as reflected in the higher mean response rate. It may be beneficial to further investigate the reasons behind this sentiment and explore potential solutions to address it.

And the second question revealed that 6.4% of the respondent strongly disagreed, 19.3% disagreed, 17.0% Undecided, 42.1% Agreed and 15.2% of the respondent strongly agreed. The mean response rate of 3.4035 which is above the average 2.5, confirming that respondent agreed that they feel supported by their colleagues when facing challenging situations at work. This data suggests that a majority of respondent feel supported by their colleagues when dealing with challenging situations, indicating a positive work environment. This level of support can contribute to increased job satisfaction and overall well-being among employees.

There's a positive response to questions 3 with a mean response rate of 3.8304 which is above the average 2.5, further support that respondent fully agreed that they are satisfied with their job performance. This high mean response rate indicates a strong level of agreement among respondent regarding their satisfaction with job performance. The positive responses to question 3 suggest that employees feel confident and content in their roles. For Question 4, it is evidenced that 1.8% of the respondent strongly disagreed, 6.4% disagreed, 13.5% Undecided, 50.3% Agreed and 28.1% of the respondent strongly agreed. The mean response rate was 3.9649 which is above the average of 2.5. This indicate that the majority of respondent do agree that they feel motivated to perform well in their job. Additionally, the high percentage of respondent who strongly agreed further supports the notion that there is a strong sense of motivation among employees. This positive feedback can be valuable for organizations looking to improve employee satisfaction and productivity.

However, there's also a positive response to question 5, this shows that 9.4% of the respondent strongly disagreed, 11.7% disagreed, 11.1% Undecided, 49.7% agreed and 18.1% of the respondent strongly agreed. The mean response rate of 3.5556 which is above the average 2.5, confirming that they believe that their emotional well-being affects their ability to perform their job duties effectively. Overall, the majority of respondent believe that their emotional well-being affects their ability to perform their job duties effectively. This suggests that addressing emotional well-being in the workplace could lead to improved job performance and overall satisfaction among employees. It is important for organizations to consider implementing strategies to support the emotional well-being of their employees.

Table 4.3: Employee Psychological Wellbeing

Statements	SD	D	UN	A	SA	Mean	Std
	Frequency (%)	Frequency (%)	Frequency (%)	Frequency (%)	Frequency (%)	(\bar{X})	Deviation
I feel stressed and anxious in my job.	27 (15.8%)	22 (12.9%)	20 (11.7%)	75 (43.9%)	27 (15.8%)	3.3099	1.32081
I feel supported by my colleagues and supervisors.	7 (4.1%)	22 (12.9%)	25 (14.6%)	87 (50.9%)	30 (17.5%)	3.6491	1.04304
I feel motivated to perform well in my job.	7 (4.1%)	14 (8.2%)	17 (9.9%)	95 (55.6%)	38 (22.2%)	3.8363	0.99828
I feel that my psychological well-being affects my quality of work.	7 (4.1%)	14 (8.2%)	12 (7.0%)	100 (58.5%)	38 (22.2%)	3.8655	0.98789
I receive adequate support from my supervisors to manage psychological challenges at	7 (4.1%)	18 (10.5%)	22 (12.9%)	84 (49.1%)	40 (23.4%)	3.7719	1.05190

work.

Overall Mean	3.6865	0.67527
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Source: Researcher's Computation 2024

Table 4.3 shows the response from respondent on Employee Psychological wellbeing. From the response on Employee Psychological wellbeing, It shows that 15.8% of the respondent strongly disagreed, 12.9% disagreed, 11.7% undecided, 43.9% agreed and 15.8% of the respondent strongly agreed. The mean response rate was 3.3099 which is above the average 2.5 respectively confirming that respondent feel stressed and anxious in their job. This indicates that the majority of respondent have positive feelings towards their psychological wellbeing at work, with a significant portion agreeing or strongly agreeing. It is important for employers to address these concerns and create a supportive work environment to improve overall employee satisfaction and productivity. Similar response in question 2, 4.1% of the respondent strongly disagreed, 12.9% disagreed, 14.6% undecided, 50.9% agreed and 17.5% of the respondent strongly agreed. A mean response rate of 3.6491 which is above the average 2.5 respectively also confirm that respondent feel supported by their colleagues and supervisors. Overall, the majority of respondent expressed agreement with feeling supported by their colleagues and supervisors. This positive sentiment is reflected in the mean response rate, which indicates a high level of perceived support within the workplace.

However, as seen in question 3 with a mean response rate of 3.8363 which is above the average 2.5, respondent agree that they feel motivated to perform well in their job. This indicates that there is a positive correlation between feeling motivated and job performance. It is important for organizations to continue fostering a work environment that promotes motivation among employees. Furthermore, there's a positive response in question 4, 4.1% of the respondent strongly disagreed, 8.2% disagreed, 7.0% undecided, 58.5% agreed and 22.2% of the respondent strongly agreed. The mean response rate of 3.8655 shows that respondent feel that their psychological well-being affects their quality of work. This indicates a strong correlation between psychological well-being and work performance, suggesting that employers should prioritize mental health support for their employees. It is clear that addressing psychological well-being can lead to improved productivity and overall job satisfaction.

Question 5 reveal 4.1% of the staff strongly disagreed, 10.5% disagreed, 12.9% undecided, 49.1% agreed and 23.4% of the staff strongly agreed. A mean response rate of 3.7719 which is above the average 2.5, confirmed that respondent receive adequate support from their supervisors to manage psychological challenges at work. This indicates that the majority of respondent feel supported in dealing with psychological challenges in the workplace. The high percentage of agreement and strong agreement suggests that supervisors are effectively providing the necessary support.

Table 4.4: **Employee Social Well-Being.**

Statements	SD	D	UN	A	SA	Mean	Std
	Frequency (%)	Frequency (%)	Frequency (%)	Frequency (%)	Frequency (%)	\bar{X}	Deviation
I find it easy to connect to my colleagues at work.	35 (20.5%)	13 (7.6%)	13 (7.6%)	80 (46.8%)	30 (17.5%)	3.3333	1.40168
I have a supportive network of friends and family outside of work.	11 (6.4%)	25 (14.6%)	18 (10.5%)	92 (53.8%)	25 (14.6%)	3.5556	1.10672
I have opportunities to socialize and engage in activities with colleagues outside of work.	11 (6.4%)	16 (9.4%)	24 (14.0%)	93 (54.4%)	27 (15.8%)	3.6374	1.06141

I feel that my organization values employees' social well-being.	7 (4.1%)	11 (6.4%)	23 (13.5%)	91 (53.2%)	39 (22.8%)	3.8421	0.98440
I believe that my social well-being impacts my work efficiency.	8 (4.7%)	12 (7.0%)	22 (12.9%)	95 (55.6%)	34 (19.9%)	3.7895	0.99535
Overall Mean						3.6316	0.73512

Source: Researcher's Computation 2024

The result in table 4.4 shows the responses from the respondent on Employee social well-being. From the response Employee social well-being, It reveals that there's a positive responses on the question. 20.5% of the respondent strongly disagreed, 7.6% disagreed, 7.6% undecided, 46.8% agreed, and 17.5% of the respondent strongly agreed. The mean response rate was 3.3333 which is above the average 2.5, this reveals that the majority of respondent agree that they find it easy to connect to their colleagues at work. This indicates that the social well-being initiatives in place at the company are effective in fostering a sense of connection among employees. Overall, the data suggests that efforts to promote social well-being in the workplace are positively impacting employee satisfaction. In question 2, it shows that 6.4% of the respondent strongly disagreed, 14.6% disagreed, 10.5% undecided, 53.8% agreed, and 14.6% of the respondent strongly agreed. The mean response rate of 3.5556 confirms that respondent have a supportive network of friends and family outside of work. This indicates that a majority of respondent feel positively about their social support system. The high percentage of agreement and strong agreement suggests that individuals in the study value their relationships outside of work.

Although, the data from question 3, the findings shows that 6.4 of the respondent strongly disagreed, 9.4% disagreed, 14.0% undecided, 54.4% agreed, and 15.8% of the respondent

strongly agreed. A mean response rate of 3.6374, which is above the average 2.5 and this reveal that they have opportunities to socialize and engage in activities with colleagues outside of work. This indicates that there is room for improvement in fostering a sense of community and camaraderie among colleagues. Implementing more team-building activities or social events could potentially increase employee satisfaction and overall morale within the workplace. There's also a positive response to the question 4, this shows a mean response rate of 3.8421 which is above the average 2.5, and this shows that respondent agree that they feel that their organization values employees' social well-being. Overall, the data indicates a strong correlation between positive responses and perceived value of employees' social well-being within the organization. This suggests that efforts to prioritize social well-being are being recognized and appreciated by employees.

Additionally, there's a positive response to questions 5. It is evidenced that 4.7% of the respondent strongly disagreed, 7.0% disagreed, 12.9% undecided, 56.5% Agreed and 19.9% of the respondent strongly agreed with a mean response rate of 3.7895 which is above the average 2.5, confirming that they believe that their social well-being impacts their work efficiency.

Table 4.5: Employee's Physical Well-being

Statements	SD Frequency (%)	D Frequency (%)	UN Frequency (%)	A Frequency (%)	SA Frequency (%)	Mean (\bar{X})	Std Deviation
I have access to adequate health and safety resources at work.	24 (14.0%)	15 (8.8%)	12 (7.0%)	96 (56.1%)	24 (14.0%)	3.4737	1.24766
I feel physically safe and secure in my workplace	6 (3.5%)	22 (12.9%)	17 (9.9%)	96 (56.1%)	30 (17.5%)	3.7135	1.01448
My work environment promotes good physical health and well-being	3 (1.8%)	19 (11.1%)	20 (11.7%)	93 (54.4%)	36 (21.1%)	3.8187	0.94986

I have a physical health condition that limits my output at work.	8 (4.7%)	22 (12.9%)	14 (8.2%)	86 (50.3%)	41 (24.0%)	3.7602	1.09858
My organization supports my physical well-being through wellness programs and initiatives.	13 (7.6%)	12 (7.0%)	24 (14.0%)	90 (52.6%)	32 (18.7%)	3.6784	1.09359
Overall mean						3.6889	0.68672

Source: Researcher's Computation 2024

The result in table 4.5 shows the responses from the respondent on Employee's Physical well-being. From the first research question, it is evidenced that 14.0% of respondent strongly disagree and 8.8% disagreed, 7.0% undecided, 56.1% agreed and 14.0% strongly agreed. The mean response rate was 3.4737 which is above the average 2.5, this reveals that the majority of respondent agree that that they have access to adequate health and safety resources at work. This indicates a positive perception among the respondent regarding the availability of health and safety resources in their workplace. The higher mean response rate suggests a general satisfaction with the current provisions in place. Question 2, it shows that 3.5% of the respondent strongly disagreed, 12.9% disagreed, 9.9% undecided, 56.1% agreed, and 24.4% of the respondent strongly agreed. The mean response rate of 3.7135 which is above the average 2.5, confirms that majority of the respondent agreed they feel physically safe and secure in their workplace. This indicates a high level of satisfaction and confidence in the safety measures implemented in the workplace. The data suggests that the majority of respondent feel positively about their physical safety at work.

However, the data from question 3, the findings shows that 1.8% of the respondent strongly disagreed, 11.1% disagreed, 11.7% undecided, 54.4% agreed, and 21.1% of the respondent strongly agreed. A mean response rate of 3.8187, which is above the average 2.5 and this reveal that respondent agree that their work environment promotes good physical health and well-being. These results suggest that the majority of respondent have a positive perception of their work environment in relation to physical health and well-being. The high percentage of agreement indicates a general satisfaction with the conditions provided by the organization.

There's also a positive response to the question 4, this shows a mean response rate of 3.7602 which is above the average 2.5, and this shows that majority of the respondent agree that they have a physical health condition that limits their output at work. This suggests that addressing physical health concerns in the workplace could potentially improve overall productivity and employee satisfaction. Implementing wellness programs or accommodations may be beneficial in supporting employees with health limitations. However, there's a positive response to questions 5. It is evidenced that 7.6% of the respondent strongly disagreed, 7.0% disagreed, 14.0% undecided, 52.6% Agreed and 18.7% of the respondent strongly agreed with a mean response rate of 3.6784 which is above the average 2.5, confirming that their organization supports their physical well-being through wellness programs and initiatives. This indicates that a majority of respondent feel supported by their organization in terms of physical well-being. The high percentage of agreement and strong agreement suggests that the wellness programs are effective and well-received by employees.

Table 4.6: **Work-life Balance Practices**

Statements	SD Frequency (%)	D Frequency (%)	UN Frequency (%)	A Frequency (%)	SA Frequency (%)	Mean (\bar{X})	Std Deviation
My organization provides resources and programs to help me manage my work-life balance	27 (15.8%)	14 (8.2%)	15 (8.8%)	86 (50.3%)	29 (17.0%)	3.4444	1.30659
I have the flexibility to adjust my work schedule to accommodate personal needs	9 (5.3%)	23 (13.5%)	20 (11.7%)	88 (51.5%)	31 (18.1%)	3.6374	1.08877
My organization promotes a culture that values work-life	6 (3.5%)	19 (11.1%)	22 (12.9%)	85 (49.7%)	39 (22.8%)	3.7719	1.03499

balance

The work-life balance practices in my organization positively impact my physical well-being	7 (4.1%)	21 (12.3%)	22 (12.9%)	85 (49.7%)	36 (21.1%)	3.7135	1.05985
The work-life balance practices in my organization contribute to a more productive and effective workforce	12 (7.0%)	14 (8.2%)	19 (11.1%)	83 (48.5%)	43 (25.1%)	3.7661	1.12888
Overall Mean						3.6667	0.77611

Source: Researcher's Computation 2024

The result in table 4.6 shows the responses from the respondent on Work-life balance practices. From the first research question, it is evidenced that the mean response rate was 3.4444 which is above the average 2.5. This show that majority of staff agree that their organization provides resources and programs to help them manage their work-life balance. This suggests that employees feel supported in achieving a healthy balance between their professional and personal lives. It also indicates that the organization values the well-being of its staff members. And the second question revealed that the mean response rate of 3.6374 which is above the average 2.5, confirming that respondent agreed that they have the flexibility to adjust their work schedule to accommodate personal needs. This indicates that the majority of respondent feel empowered to balance their work and personal life effectively. Overall, the results suggest a positive perception of flexibility in the workplace.

There's a positive response to questions 3 with a mean response rate of 3.7719 which is above the average 2.5, further support that respondent agree that their organization promotes a culture that values work-life balance. This indicates that employees feel supported in maintaining a healthy balance between their professional and personal lives. It also suggests that the organization's efforts to prioritize work-life balance are being recognized and appreciated by its employees. For Question 4, it is evidenced that the mean response rate was 3.7135 which is above the average of 2.5. This indicate that the majority of respondent agree that the work-life balance practices in their organization positively impact their physical well-being.

However, there's a positive response to question 5, this shows that the mean response rate of 3.7661 which is below the average 2.5, confirming that the work-life balance practices in their organization contribute to a more productive and effective workforce. This indicates that employees feel supported in managing their personal and professional lives, leading to increased job satisfaction and overall well-being. Additionally, it suggests that the organization's efforts in promoting work-life balance are successful in fostering a positive work environment.

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Table 4.7 Leadership Styles

Statements	SD Frequency (%)	D Frequency (%)	UN Frequency (%)	A Frequency (%)	SA Frequency (%)	Mean (\bar{X})	Std Deviation
My direct supervisor demonstrates a leadership style that promotes employee well-being	22 (12.9%)	17 (9.9%)	17 (9.9%)	81 (47.4%)	34 (19.9%)	3.5146	1.27582
The leadership in my organization fosters a positive work environment that enhances employee well-being	16 (9.4%)	18 (10.5%)	25 (14.6%)	75 (43.9%)	37 (21.6%)	3.5789	1.20705
The leadership in my organization effectively communicates goals and expectations,	8 (4.7%)	20 (11.7%)	19 (11.1%)	98 (57.3%)	26 (15.2%)	3.6667	1.02326

which contributes to employee well-being							
I feel that my well-being is supported by the leadership style in my organization	10 (5.8%)	19 (11.1%)	14 (8.2%)	93 (54.4%)	35 (20.5%)	3.7251	1.09028
The leadership style in my organization positively impacts the organizational performance of the FRSC.	6 (3.5%)	12 (7.0%)	23 (13.5%)	89 (52.0%)	41 (24.0%)	3.8596	0.97809
Overall Mean						3.6690	0.77409

Source: Researcher's Computation 2024

The result in table 4.7 shows the responses from the staff on Leadership Styles. From the first research question, it is evidenced that 12.9% of the staff strongly disagreed, 9.9% disagreed, 9.9% undecided, 47.4% Agreed and 19.9% of the staff strongly agreed. It is therefore shows that the mean response rate was 3.5146 which is above the average 2.5. This show that majority of staff agree that their direct supervisor demonstrates a leadership style that promotes employee well-being. This suggests that the majority of staff feel positively about their direct supervisor's leadership style. Overall, the results indicate a generally favorable perception of how employee well-being is promoted within the organization. And the second question revealed that 9.4% of the respondent strongly disagreed, 10.5% disagreed, 14.6% undecided, 43.9% Agreed and 21.6% of the respondent strongly agreed. The mean response rate of 3.5789 which is above the average 2.5, confirming that respondent agreed that the leadership in their organization fosters a positive work environment that enhances employee well-being. Overall, the majority of respondent showed agreement with the statement about leadership fostering a positive work environment. This indicates a generally positive perception of leadership within the organization.

There's a positive response to questions 3 with a mean response rate of 3.6667 which is above the average 2.5, further support that respondent agreed that the leadership in their organization effectively communicates goals and expectations, which contributes to employee well-being. This high mean response rate suggests that employees feel well-informed and supported by their leaders, fostering a positive work environment. Effective communication of goals and expectations can lead to increased job satisfaction and productivity among employees. For Question 4, it is evidenced that 5.8% of the staff strongly disagreed, 11.1% disagreed, 8.2% undecided, 54.4% Agreed and 20.5% of the staff strongly agreed. The mean response rate was 3.7251 which is above the average of 2.5. This indicate that the majority of staff agree that they feel that their well-being is supported by the leadership style in their organization. This positive response from the majority of staff suggests that the leadership style in the organization is effective in promoting employee well-being. It is important for organizations to continue fostering this supportive environment to ensure employee satisfaction and productivity.

However, there's also a positive response to question 5, this shows that 3.5% of the respondent strongly disagreed, 7.0% disagreed, 13.5% undecided, 52.0% agreed and 24.0% of the respondent strongly agreed. The mean response rate of 3.8596 which is below the average 2.5, confirming that the leadership style in their organization positively impacts the organizational performance of the FRSC. This indicates that the majority of respondent have a favorable view of the leadership style within the FRSC. The high percentage of agreement and strong agreement suggests that the leadership is effective in driving organizational performance.

Table 4.8: **Work Efficiency**

Statements	SD Frequency (%)	D Frequency (%)	UN Frequency (%)	A Frequency (%)	SA Frequency (%)	Mean (\bar{X})	Std Deviation
I am able to complete my tasks efficiently and effectively	24 (14.0%)	19 (11.1%)	13 (7.6%)	89 (52.0%)	26 (15.2%)	3.4327	1.27412
The organization provides the necessary resources and tools for me to perform my job well.	6 (3.5%)	25 (14.6%)	28 (16.4%)	88 (51.5%)	24 (14.0%)	3.5789	1.01658
I receive adequate training and development opportunities to enhance my skills and knowledge	10 (5.8%)	15 (8.8%)	23 (13.5%)	89 (52.0%)	34 (19.9%)	3.7135	1.06539

I feel motivated to achieve my work goals	10 (5.8%)	14 (8.2%)	13 (7.6%)	92 (53.8%)	42 (24.6%)	3.8304	1.07398
I am satisfied with the quality of my work.	2 (1.2%)	11 (6.4%)	17 (9.9%)	88 (51.1%)	53 (31.0%)	4.0468	0.87993
Overall Mean						3.7205	0.73227

Source: Researcher's Computation 2024

Table 4.8 shows the response from respondent on Work Efficiency. From the response on Work Efficiency, It shows that 14.0% of the respondent strongly disagreed, 11.1% disagreed, 7.6% undecided, 52.0% agreed and 15.2% of the respondent strongly agreed. The mean response rate was 3.4327 which is above the average 2.5 respectively confirming that respondents are able to complete their tasks efficiently and effectively. This indicates that the majority of respondent feel positively about their work efficiency. The high percentage of agreement and strong agreement suggests that most individuals are satisfied with their ability to complete tasks. Similar response in question 2, 3.5% of the respondent strongly disagreed, 14.5% disagreed, 16.4% undecided, 51.5% agreed and 14.0% of the respondent strongly agreed. A mean response rate of 3.5789 which is above the average 2.5 respectively also confirm that the organization provides the necessary resources and tools for them to perform their job well. Overall, the majority of respondent either agreed or strongly agreed that the organization provides adequate resources. This positive feedback suggests that employees feel supported in their roles.

However, as seen in question 3 with a mean response rate of 3.7135 which is above the average 2.5, respondent agree that they receive adequate training and development opportunities to enhance my skills and knowledge. This indicates that the organization is successful in providing valuable learning experiences for its employees. It also suggests that there is a positive correlation between training opportunities and employee satisfaction within the company.

Furthermore, there's a positive response in question 4, 5.8% of the respondent strongly disagreed, 8.2% disagreed, 7.6% undecided, 53.8% agreed and 24.6% of the respondent strongly agreed. The mean response rate of 3.8304 shows that they feel motivated to achieve their work goals. This indicates that a majority of respondent feel motivated in their work environment. It is important for organizations to continue fostering this motivation to drive productivity and success.

Question 5 reveal 1.2% of the respondent strongly disagreed, 6.4% disagreed, 9.9% undecided, 51.5% agreed and 31.0% of the respondent strongly agreed. A mean response rate of 4.0468 which is above the average 2.5, confirmed that they are satisfied with the quality of their work. The majority of respondent indicated agreement or strong agreement with the statement, suggesting a high level of satisfaction among participants. This positive response rate indicates that the quality of work is meeting or exceeding expectations.

Table 4.9: **Quality of Work**

Statements	SD Frequency (%)	D Frequency (%)	UN Frequency (%)	A Frequency (%)	SA Frequency (%)	Mean (\bar{X})	Std Deviation
I take pride in the quality of work I produce.	29 (17.0%)	14 (8.2%)	11 (6.4%)	91 (53.2%)	26 (15.2%)	3.4152	1.31847
I am satisfied with the standards of quality expected of me	7 (4.1%)	24 (14.0%)	21 (12.3%)	90 (52.6%)	29 (17.0%)	3.6433	1.04948
The organization values and recognizes high-quality	8 (4.7%)	16 (9.4%)	19 (11.1%)	92 (53.8%)	36 (21.1%)	3.7719	1.03499

work

I feel my work

contributes to the overall success of the organization	8 (4.7%)	15 (8.8%)	15 (8.8%)	97 (56.7%)	36 (21.1%)	3.8070	1.01932
I believe the organization prioritizes quality in all aspects of its operations	7 (4.1%)	12 (7.0%)	14 (8.2%)	95 (56.7%)	41 (24.0%)	3.8947	0.98251
Overall Mean						3.7064	0.74242

Source: Researcher's Computation 2024

The result in table 4.9 shows the responses from the respondent on Quality of Work. From the response on Quality of Work, It reveals that there's a positive responses on the question. 17.0% of the respondent strongly disagreed, 8.2% disagreed, 6.4% undecided, 53.2% agreed, and 15.2% of the respondent strongly agreed. The mean response rate was 3.4152 which is above the average 2.5, this reveals that the majority of respondent agree that they take pride in the quality of work they produce. This indicates that the employees are generally satisfied with the quality of work they are producing. It is important for the organization to continue fostering a culture of excellence to maintain this positive sentiment among employees.

In question 2, it shows that 4.1% of the staff strongly disagreed, 14.0% disagreed, 12.3% undecided, 52.6% agree and 17.0% of the staff strongly agreed. The mean response rate of 3.6433 confirms that they are satisfied with the standards of quality expected of them. This indicates that the majority of staff members either agree or strongly agree with the standards of quality expected of them. Overall, the data suggests a positive perception of the quality standards within the organization. Although, the data from question 3, the findings shows that 4.7% of the

staff strongly disagreed, 9.4% disagreed, 11.1% undecided, 53.8% agreed, and 21.1% of the staff strongly agreed. A mean response rate of 3.7719, which is above the average 2.5 and this reveal that majority of the staff agree that the organization values and recognizes high-quality work. This positive response indicates a strong level of satisfaction and alignment with the organization's values among the staff. It also suggests that efforts to promote and reward high-quality work are likely being well-received within the organization.

There's also a positive response to the question 4, this shows a mean response rate of 3.8070 which is above the average 2.5, and this shows that respondent agree that they feel their work contributes to the overall success of the organization. However, there are still some areas for improvement that were highlighted in the feedback, such as communication issues and lack of resources. These will need to be addressed in order to further enhance employee satisfaction and productivity. Additionally, there's a positive response to questions 5. It is evidenced that 4.1% of the respondent strongly disagreed, 7.0% disagreed, 8.2% undecided, 56.7% Agreed and 24.0% of the respondent strongly agreed with a mean response rate of 3.8947 which is above the average 2.5, confirming that they believe the organization prioritizes quality in all aspects of its operations. This high level of agreement indicates a strong alignment between the organization's values and the perceptions of its employees. It suggests that the organization's commitment to quality is well understood and appreciated by its workforce.

4.2.2 Test of Hypotheses

This section focused on the inferential statistics in order to test the study hypotheses. This was done using the Partial Least Square Structural Equation Model (PLS-SEM) which is a powerful statistical technique for analyzing complex relationships among variables. PLS-SEM allows for

the examination of both the measurement model and the structural model simultaneously, providing a comprehensive understanding of the relationships between construct variables.

The choice of PLS-SEM (via SmartPLS) is because it is a more advanced multivariate analytical technique which performs multiple regression, factor analysis, and provides a pictorial model of the interactions in a study with the push of one command as against running an isolated analysis using SPSS. In addition, the SmartPLS statistical platform offers more strict and robust analysis compared with the outcomes of SPSS

To achieve this, the measurement model which includes determining the outer loading factors (with the bootstrapped P Value), discriminant validity, Cronbach alpha for internal consistency, and average variance extracted (AVE) were assessed first. Following this, the structural model was analyzed to determine the strength and significance (P value) of the relationships between the latent constructs through Path coefficients, P values of the path coefficients and T statistics.

Measurement Model

Measurement model reflect the adequacy of the chosen variables in representing the constructs of interest. It is essential to ensure that the measurement model is valid and reliable before moving on to analyzing the structural model¹. The outer loading factors provide insight into how well each indicator variable is measuring its corresponding construct. ²opined that to ensure a strong outer loading factor, it must not be below 0.708 indicating that the indicator variable is a good representation of the latent construct. Additionally, the average variance extracted (AVE) should be above 0.5 to confirm convergent validity. The AVE explains the amount of variance captured by the indicator variables in relation to the latent construct¹. This helps researchers determine if the indicators are truly measuring what they are intended to measure. Furthermore,

the composite reliability should be above 0.7 to demonstrate the internal consistency of the indicators within the construct While Cronbach's Alpha should also be above 0.7 so as to backup the reliability of the measurement model.

Hypothesis One

H₀₁: There is no significant relationship between employee emotional well-being and performance (Work Efficiency, and Quality of Work) of Federal Road Safety Commission (FRSC) Workers in Oyo State

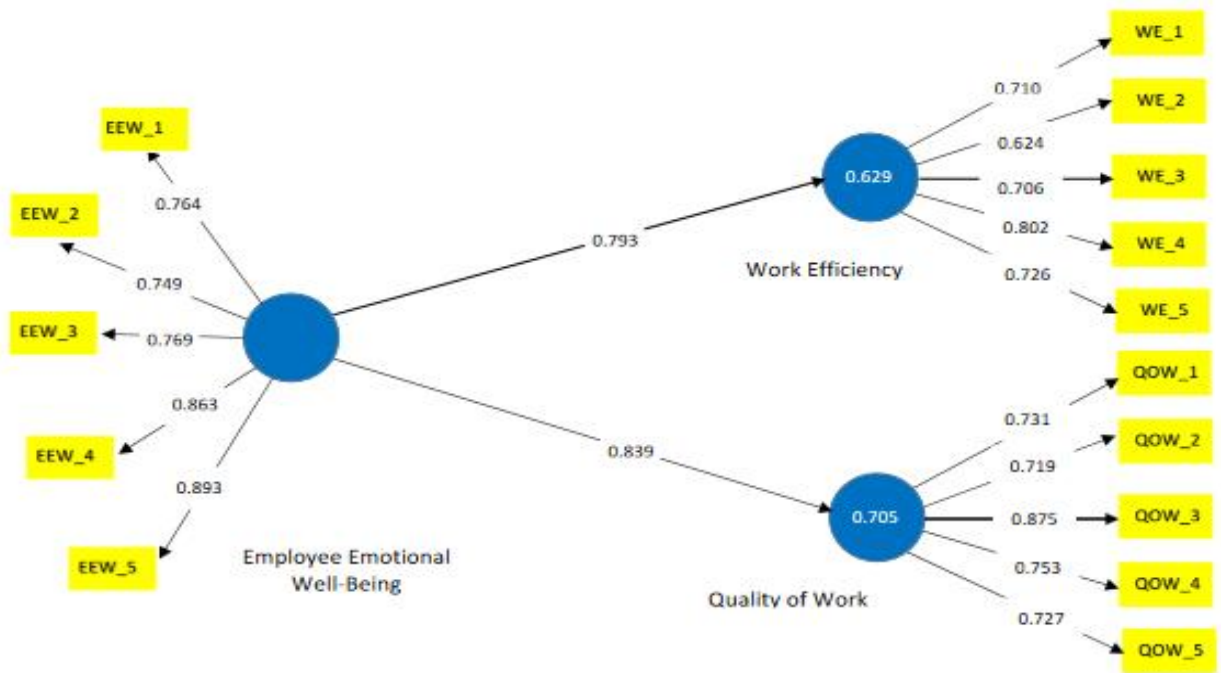
Table 4.10: PLS-SEM Assessment Results of Reflective Measurement Models for Hypothesis One

Latent Variable	Indicator Item	Convergent validity		AVE (> 0.50)	Internal consistency reliability	
		Outer loadings (> 0.708)	Bootstrapped p-value (< 0.05)		Cronbach's alpha (> 0.7)	Composite reliability (> 0.7)
		Estimate	Estimate	Estimate	Estimate	Estimate
Employee Emotional Well-Being						
	EEW_1	0.754	0.026	0.739	0.752	0.781
	EEW_2	0.749	0.001			
	EEW_3	0.769	0.000			
	EEW_4	0.863	0.000			
	EEW_5	0.893	0.000			
Work Efficiency						
	WE_1	0.710	0.000	0.647	0.726	0.878
	WE_2	0.624	0.000			
	WE_3	0.706	0.000			
	WE_4	0.802	0.000			
	WE_5	0.726	0.000			
Quality of Work						
	QOW_1	0.731	0.000	0.826	0.717	0.710
	QOW_2	0.719	0.000			

QOW_3	0.875	0.000
QOW_4	0.753	0.000
QOW_5	0.727	0.000

Source: Field Result, 2024

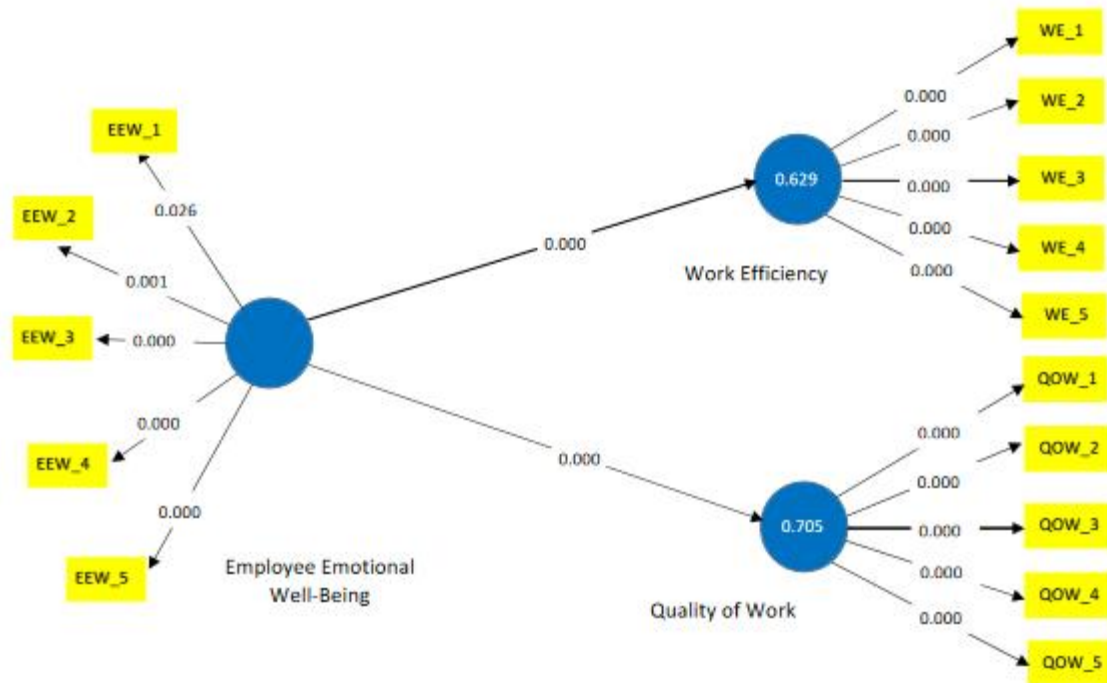
The result in Table 4.10 shows that all the outer loadings of the latent constructs are below 0.708 and the p value shows a value 0.000 which is below the threshold of 0.05. This shows that all the latent constructs are strong in explaining each of the main constructs, which is desirable. The AVE also shows 0.739, 0.647 and 0.826 for Employee Emotional Well-Being, work efficiency and quality of work, which is above the benchmark of 0.5 confirming that the model has a good convergent validity. From the internal consistency, the result shows a Cronbach alpha and composite validity of (0.752 and 0.781 for Employee Emotional Well-Being; 0.726, 0.878 for work efficiency; 0.717, 0.710 for quality of work) which are both above 0.7 indicating that Employee Emotional Well-Being and Employee Performance of Federal Road Safety Commission (FRSC) Workers in Oyo State are reliable constructs in the model. Hence, the statistical analysis indicates that the relationship between Employee Emotional Well-Being, Work Efficiency and Quality of Work is significant and robust, providing strong support for the research hypothesis.



Source: Field Result, 2024

Figure 4.1: Path coefficient of Employee Emotional Well-Being and Employee Performance (Work Efficiency and Quality of Work)

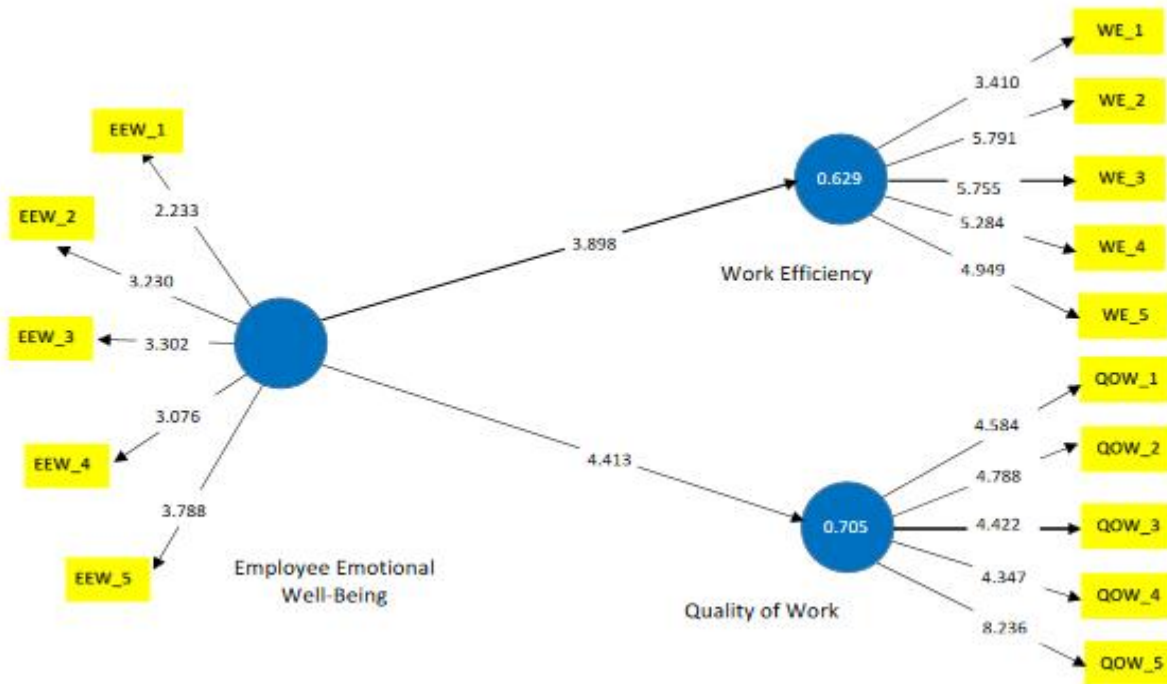
The result in figure 4.1 shows that bootstrapping value of Employee Emotional Well-Being and Employee Performance of Federal Road Safety Commission (FRSC) Workers in Oyo State. The result shows outer loading that are above 0.708 confirming the latent variables are a good construct of both Employee Emotional Well-Being and Employee Performance. Figure 4.2 below shows the P value of the patch coefficients to determine whether they are statistically significant at 0.05.



Source: Field Result, 2024

Figure 4.2: P Values of the Path Coefficient of Employee Emotional Well-Being and Employee Performance (Work Efficiency and Quality of Work)

Figure 4.2 shows that all latent constructs shows a p value of 0.000 that is less than 0.05 which is highly significant. This shows a high level of confidence in the results obtained from the data analysis. Figure 4.3 below shows the T statistics of the latent constructs in the study and is above 1.96. This shows that the results are statistically significant and provide further evidence of the relationship between Employee Emotional Well-Being and Employee Performance among Federal Road Safety Commission (FRSC) Workers in Oyo State.



Source: Field Result, 2024

Figure 4.3: T Statistics of the Path Coefficient of Employee Emotional Well-Being and Employee Performance (Work Efficiency and Quality of Work)

Table 4.11 Discriminant Validity for Hypothesis One

	EEW	QOW	WE
EEW			
QOW	0.735		
WE	0.629	0.607	

Source: Author's Computation 2024 using SMART_PLS 4

Discriminant validity is another important aspect of construct validity that ensures that the measures in the study are distinct from each other. In this study, discriminant validity was

assessed through the heterotrait-monotrait (HTMT) ratio and cross-loading analysis. The result of the HTMT as indicated in Table 4.8 shows that the constructs of Employee Emotional Well-Being and Employee Performance of Federal Road Safety Commission (FRSC) Workers in Oyo State are less than 1, as evidenced by correlations of 0.735, 0.629 and 0.607 between the constructs and high factor loadings on their respective factors. This further strengthens the validity of the research findings and reinforces the relationship between Employee Emotional Well-Being and Employee Performance in the context of Federal Road Safety Commission (FRSC) Workers in Oyo State. Furthermore, there is less of an average link between heterotraits and heteromethods than there is between monotraits and heteromethods. Discriminant validity is therefore proven.

Table 4.12: Regression Results of the First Model

	Path Coefficient β	Standard deviation (STDEV)	T	F ²	Q ²	P values	R ²	Remarks
Employee Emotional Well-Being -----> Work Efficiency	0.793	0.182	3.898	2.739	0.317	0.000***	0.629	Positive/Significant
Employee Emotional Well-Being -----> Quality of Work	0.839	0.371	4.413	2.934	0.528	0.000***	0.705	Positive/Significant

Source: Field Result, 2024

The result in table 4.12 shows the regression model of Employee Emotional Well-Being and Employee Performance through Work Efficiency and Quality of Work. The path coefficient shows 0.793 indicating that Employee Emotional Well-Being has a positive effect on Work Efficiency of Federal Road Safety Commission (FRSC) Workers in Oyo State. This confirms

that Employee Emotional Well-Being plays a significant role in influencing the how FRSC employees carry-out their job effectively. The result shows a standard deviation of 0.182 (T statistics of 3.898) and confirms that there is minimal variations in the dataset. The p value shows 0.000*** which is less than 0.05 indicating a statistically significant effect between Employee Emotional Well-Being and Work Efficiency. Also, the path coefficient shows 0.839 indicating that Employee Emotional Well-Being has a positive effect on Quality of Work of Federal Road Safety Commission (FRSC) Workers in Oyo State. This confirms that Employee Emotional Well-Being plays a significant role in influencing the how FRSC employees perform their job responsibilities and deliver high-quality work. It suggests that when employees are emotionally well, they are more motivated, engaged, and productive in their roles within the organization. The result shows a standard deviation of 0.371 (T statistics of 4.413) and confirms that there is minimal variations in the dataset. The p value shows 0.000*** which is less than 0.05 indicating a statistically significant effect between Employee Emotional Well-Being and Quality of Work.

$$WE = 0.000 + 0.793EEW \text{ ----- (i)}$$

$$QOW = 0.000 + 0.839EEW \text{ ----- (ii)}$$

WE= Work Efficiency

EEW= Employee Emotional Well-being

QOW= Quality of Work

Further analysis indicates that taking all the constant parameter at zero, a unit change in employee emotional well-being result in an increase of 0.793 in the work efficiency of Federal Road Safety Commission (FRSC) Workers in Oyo State given that all other factors are held constant. Similarly, the result shows that a unit change in employee emotional well-being will

lead to a 0.839 increase in quality of work for Federal Road Safety Commission (FRSC) Workers in Oyo State given that all other factors are held constant.

This shows that employee emotional intelligence had the highest relative effect on quality of work among Federal Road Safety Commission (FRSC) Workers in Oyo State with a coefficient of 0.839 and t value of 4.14 and then work efficiency with a coefficient of 0.793 and t value of t= 3.898.

The R^2 showed the extent to which a dependent variable (Employee Performance proxied with work efficiency and quality of work) can best be explained by the independent variable (Employee Emotional Well-Being). The result showed an R^2 value of 0.629 indicating that about 62.9% of Work Efficiency of Federal Road Safety Commission (FRSC) Workers in Oyo State is accounted for by Employee Emotional Well-Being. While the quality of work account for 70.5% of the changes in employees emotional well-being. Hence from this we can confirm that Employee Emotional Well-Being has significant influence on both Work Efficiency and Quality of Work among Federal Road Safety Commission (FRSC) Workers in Oyo State ($\beta_1 = 0.793$, $R^2 = 0.629$, t-statistics=3.898>1.96, P-value =0.000 < 0.05 for Work Efficiency, $\beta_1 = 0.829$, $R^2 = 0.705$, t-statistics=4.413>1.96, P-value =0.000 < 0.05 for Quality of Work).

Additionally, the PLS-SEM predictive significance was ascertained using the Q^2 value. Employee Emotional Well-Being have a Q^2 value of 0.3172 and 0.528, which are more than zero. This suggests that the predictive significance of the PLS path model is present for both Work Efficiency and Quality of Work. The effect size was also established using the F-square. According to Table 4.12 above, the f-square value for Employee Emotional Well-Being is 3.898 and 2.934, which suggests that the sample impact is sizable, as shown in Table 4.12, indicating

that the sample effect is considerably large. This confirmed that the relationship between Employee Emotional Well-Being and the Employee Performance of Federal Road Safety Commission (FRSC) Workers in Oyo State is statistically significant and has a strong predictive power. This however help achieved the first objective and the first research question

Hypothesis Two

H₀₂: There is no significant relationship between employee psychological well-being and performance (Work Efficiency, and Quality of Work) of Federal Road Safety Commission (FRSC) Workers in Oyo State

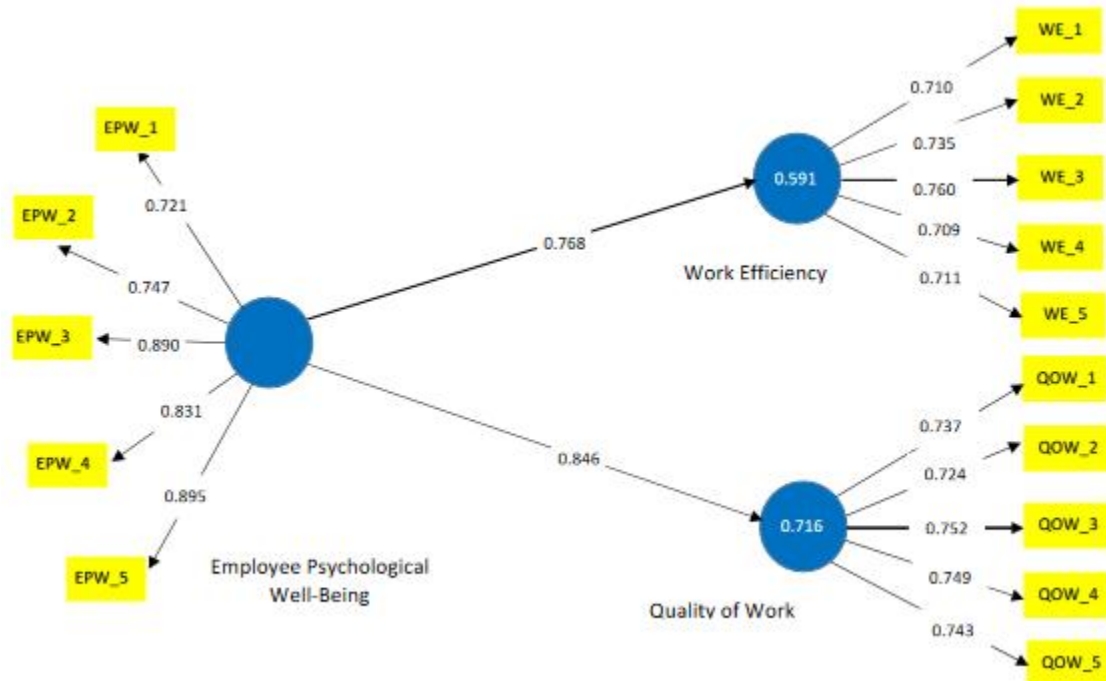
Table 4.13: PLS-SEM Assessment Results of Reflective Measurement Models for Hypothesis Two

Latent Variable	Indicator Item	Convergent validity			Internal consistency reliability	
		Outer loadings (> 0.708) Estimate	Bootstrapped p-value (< 0.05) Estimate	AVE (> 0.50) Estimate	Cronbach's alpha (> 0.7) Estimate	Composite reliability (> 0.7) Estimate
Employee Psychological Well-Being						
	EPW_1	0.721	0.000	0.810	0.752	0.703
	EPW_2	0.747	0.000			
	EPW_3	0.890	0.000			
	EPW_4	0.831	0.000			
	EPW_5	0.895	0.000			
Work Efficiency						
	WE_1	0.710	0.000	0.647	0.726	0.878
	WE_2	0.735	0.000			
	WE_3	0.760	0.000			
	WE_4	0.709	0.000			
	WE_5	0.711	0.000			
Quality of Work						
	QOW_1	0.737	0.000	0.826	0.717	0.710
	QOW_2	0.724	0.000			
	QOW_3	0.752	0.000			
	QOW_4	0.749	0.000			

QOW_5	0.743	0.000
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Source: Author's Computation 2024 using SMART_PLS 4

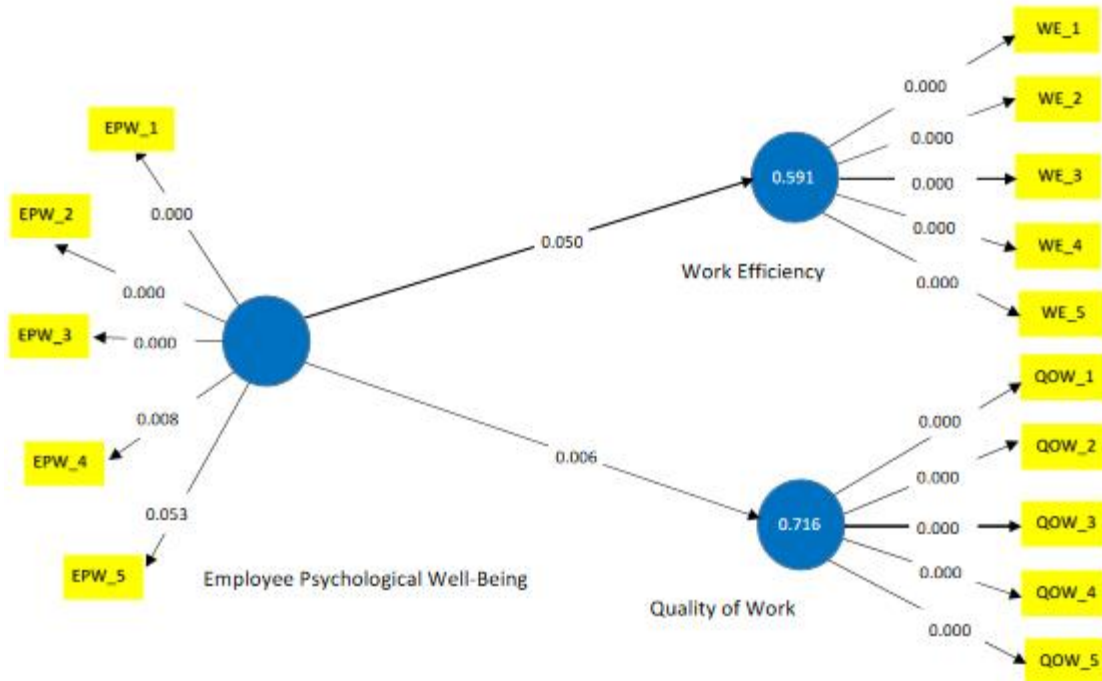
The result in Table 4.10 shows that all the outer loadings of the latent constructs are below 0.708 and the p value shows a value 0.000 which is below the threshold of 0.05. This shows that all the latent constructs are strong in explaining each of the main constructs, which is desirable. The AVE also shows 0.810, 0.647 and 0.826 for Employee Psychological Well-Being, work efficiency and quality of work, which is above the benchmark of 0.5 confirming that the model has a good convergent validity. From the internal consistency, the result shows a Cronbach alpha and composite validity of (0.752 and 0.703 for Employee Psychological Well-Being; 0.726, 0.878 for work efficiency; 0.717, 0.710 for quality of work) which are both above 0.7 indicating that Employee Psychological Well-Being and Employee Performance of Federal Road Safety Commission (FRSC) Workers in Oyo State are reliable constructs in the model. Hence, the statistical analysis indicates that the relationship between Employee Psychological Well-Being, Work Efficiency and Quality of Work is significant and robust, providing strong support for the research hypothesis.



Source: Field Result, 2024

Figure 4.4: Path coefficient of Employee Psychological Well-Being and Employee Performance (Work Efficiency and Quality of Work)

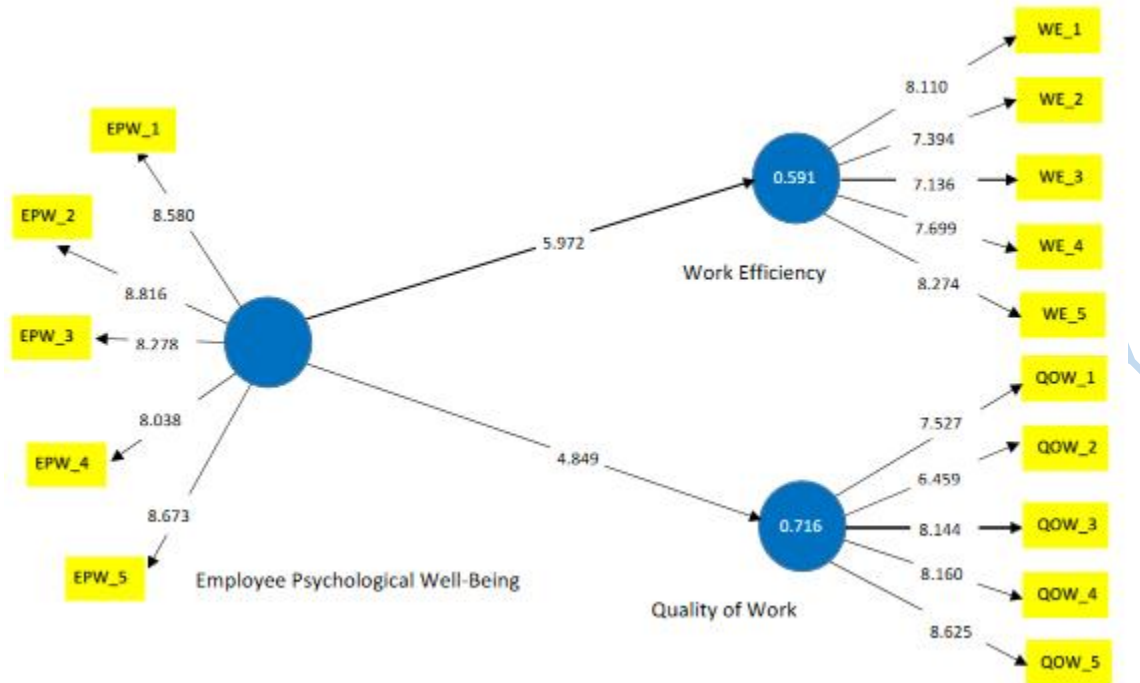
The result in figure 4.4 shows that bootstrapping value of Employee Psychological Well-Being and Employee Performance of Federal Road Safety Commission (FRSC) Workers in Oyo State. The result shows outer loading that are above 0.708 confirming the latent variables are a good construct of both Employee Psychological Well-Being and Employee Performance. Figure 4.2 below shows the P value of the patch coefficients to determine whether they are statistically significant at 0.05.



Source: Field Result, 2024

Figure 4.5: P Values of the Path Coefficient of Employee Psychological Well-Being and Employee Performance (Work Efficiency and Quality of Work)

Figure 4.5 shows that all latent constructs shows a p value of 0.000 that is less than 0.05 which is highly significant. This shows a high level of confidence in the results obtained from the data analysis. Figure 4.6 below shows the T statistics of the latent constructs in the study and is above 1.96. This shows that the results are statistically significant and provide further evidence of the relationship between Employee Psychological Well-Being and Employee Performance among Federal Road Safety Commission (FRSC) Workers in Oyo State.



Source: Field Result, 2024

Figure 4.6: T Statistics of the Path Coefficient of Employee Psychological Well-Being and Employee Performance (Work Efficiency and Quality of Work)

Table 4.14 Discriminant Validity for Hypothesis Two

	EPW	QOW	WE
EPW			
QOW	0.832		
WE	0.730	0.749	

Source: Author's Computation 2024 using SMART_PLS 4

Discriminant validity is another important aspect of construct validity that ensures that the measures in the study are distinct from each other. In this study, discriminant validity was assessed through the heterotrait-monotrait (HTMT) ratio and cross-loading analysis. The result of the HTMT as indicated in Table 4.14 shows that the constructs of Employee Psychological Well-Being and Employee Performance of Federal Road Safety Commission (FRSC) Workers in Oyo State are less than 1, as evidenced by correlations of 0.832, 0.730 and 0.749 between the constructs and high factor loadings on their respective factors. This further strengthens the validity of the research findings and reinforces the relationship between Employee Psychological Well-Being and Employee Performance in the context of Federal Road Safety Commission (FRSC) Workers in Oyo State. Furthermore, there is less of an average link between heterotraits and heteromethods than there is between monotraits and heteromethods Discriminant validity is therefore proven.

Table 4.15: Regression Results of the Second Model

	Path Coefficient β	Standard deviation (STDEV)	T	F²	Q²	P values	R²	Remarks
Employee Psychological Well-Being -----> Work	0.768	0.091	5.972	3.621	0.057	0.050**	0.591	Positive/Significant

Efficiency								
Employee Psychological Well-Being ----->	0.846	0.282	4.849	3.723	0.401	0.006***	0.716	Positive/ Significant
Quality of Work								

Source: Author's Computation 2024 using SMART_PLS 4

The result in table 4.15 shows the regression model of Employee Psychological Well-Being and Employee Performance through Work Efficiency and Quality of Work. The path coefficient shows 0.768 indicating that Employee Psychological Well-Being has a positive effect on Work Efficiency of Federal Road Safety Commission (FRSC) Workers in Oyo State. This confirms that Employee Psychological Well-Being plays a significant role in influencing the how FRSC employees carry-out their job effectively. The result shows a standard deviation of 0.091 (T statistics of 5.972) and confirms that there is minimal variations in the dataset. The p value shows 0.050** which is less than 0.05 indicating a statistically significant effect between Employee Psychological Well-Being and Work Efficiency. Also, the path coefficient shows 0.846 indicating that Employee Psychological Well-Being has a positive effect on Quality of Work of Federal Road Safety Commission (FRSC) Workers in Oyo State. This confirms that Employee Psychological Well-Being plays a significant role in influencing the how FRSC employees perform their job responsibilities and deliver high-quality work. It suggests that when employees are Psychologically well, they are more motivated, engaged, and productive in their roles within the organization. The result shows a standard deviation of 0.282 (T statistics of 4.849) and confirms that there is minimal variations in the dataset. The p value shows 0.006*** which is less than 0.05 indicating a statistically significant effect between Employee Psychological Well-Being and Quality of Work.

$$WE = 0.000 + 0.768EPW \text{ ----- (i)}$$

$$QOW = 0.000 + 0.846EPW \text{ ----- (ii)}$$

WE= Work Efficiency

EPW= Employee Psychological Well-being

QOW= Quality of Work

Further analysis indicates that taking all the constant parameter at zero, a unit change in employee Psychological well-being result in an increase of 0.768 in the work efficiency of Federal Road Safety Commission (FRSC) Workers in Oyo State given that all other factors are held constant. Similarly, the result shows that a unit change in employee Psychological well-being will lead to a 0.846 increase in quality of work for Federal Road Safety Commission (FRSC) Workers in Oyo State given that all other factors are held constant.

This shows that employee Psychological intelligence had the highest relative effect on quality of work among Federal Road Safety Commission (FRSC) Workers in Oyo State with a coefficient of 0.846 and t value of 5.972 compared to work efficiency with a coefficient of 0.768 and t value of t= 4.849.

The R² showed the extent to which a dependent variable (Employee Performance proxied with work efficiency and quality of work) can best be explained by the independent variable (Employee Psychological Well-Being). The result showed an R² value of 0.591 indicating that about 59.1% of Work Efficiency of Federal Road Safety Commission (FRSC) Workers in Oyo State is accounted for by Employee Psychological Well-Being. While the quality of work account for 71.6% of the changes in employees Psychological well-being. Hence from this we can confirm that Employee Psychological Well-Being has significant influence on both Work

Efficiency and Quality of Work among Federal Road Safety Commission (FRSC) Workers in Oyo State ($\beta_1 = 0.768$, $R^2 = 0.591$, $t\text{-statistics} = 5.972 > 1.96$, $P\text{-value} = 0.050 < 0.05$ for Work Efficiency, $\beta_1 = 0.846$, $R^2 = 0.716$, $t\text{-statistics} = 4.849 > 1.96$, $P\text{-value} = 0.006 < 0.05$ for Quality of Work).

Additionally, the PLS-SEM predictive significance was ascertained using the Q^2 value. Employee Psychological Well-Being have a Q^2 value of 0.057 and 0.401, which are more than zero. This suggests that the predictive significance of the PLS path model is present for both Work Efficiency and Quality of Work. The effect size was also established using the F-square. According to Table 4.15 above, the f-square value for Employee Psychological Well-Being is 3.621 and 3.723, which suggests that the sample impact is sizable, as shown in Table 4.15, indicating that the sample effect is considerably large. This confirmed that the relationship between Employee Psychological Well-Being and the Employee Performance of Federal Road Safety Commission (FRSC) Workers in Oyo State is statistically significant and has a strong predictive power. This however help achieved the second objective and the second research question

Hypothesis Three

H₀₃: There is no significant relationship between employee social well-being and performance (Work Efficiency, and Quality of Work) of Federal Road Safety Commission (FRSC) Workers in Oyo State

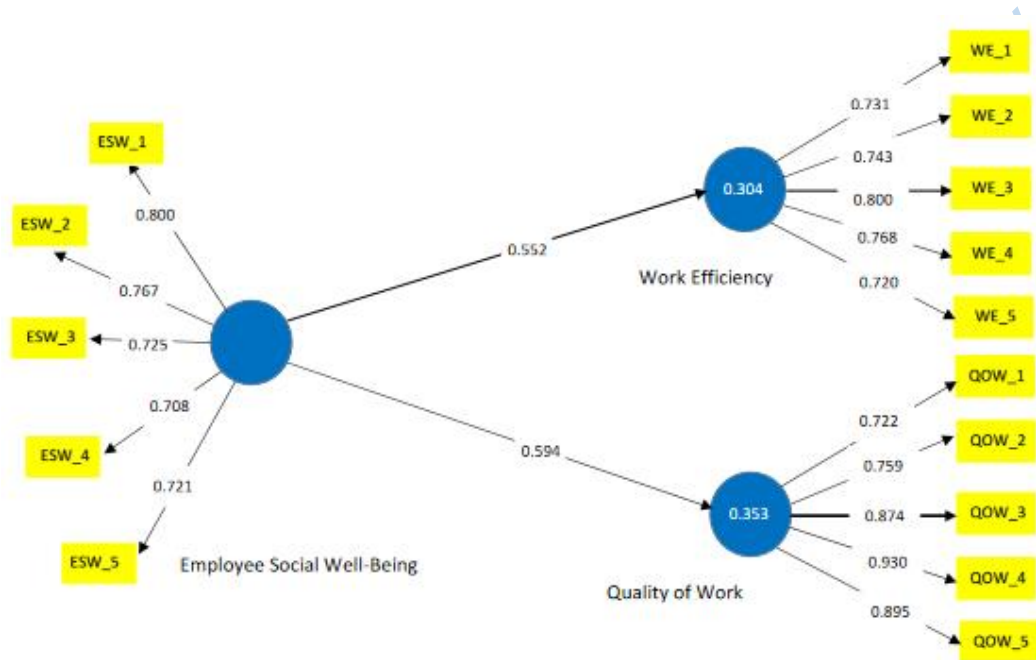
Table 4.16: PLS-SEM Assessment Results of Reflective Measurement Models for Hypothesis Three

Latent Variable	Indicator Item	Convergent validity			Internal consistency reliability	
		Outer loadings (> 0.708)	Bootstrapped p-value (< 0.05)	AVE (> 0.50)	Cronbach's alpha (> 0.7)	Composite reliability (> 0.7)
		Estimate	Estimate	Estimate	Estimate	Estimate
Employee Social Well-Being						
	ESW_1	0.800	0.000	0.612	0.702	0.700
	ESW_2	0.767	0.000			
	ESW_3	0.725	0.000			
	ESW_4	0.708	0.000			
	ESW_5	0.721	0.000			
Work Efficiency						
	WE_1	0.731	0.000	0.632	0.726	0.878
	WE_2	0.743	0.000			
	WE_3	0.800	0.000			
	WE_4	0.768	0.000			
	WE_5	0.720	0.000			
Quality of Work						
	QOW_1	0.722	0.000	0.746	0.717	0.710
	QOW_2	0.759	0.000			
	QOW_3	0.874	0.000			
	QOW_4	0.930	0.000			
	QOW_5	0.895	0.000			

Source: Authors Computation 2024

The result in Table 4.16 shows that all the outer loadings of the latent constructs are below 0.708 and the p value shows a value 0.000 which is below the threshold of 0.05. This shows that all the latent constructs are strong in explaining each of the main constructs, which is desirable. The AVE also shows 0.612, 0.632 and 0.746 for Employee Social Well-Being, work efficiency and quality of work, which is above the benchmark of 0.5 confirming that the model has a good convergent validity. From the internal consistency, the result shows a Cronbach alpha and composite validity of (0.702 and 0.700 for Employee Social Well-Being; 0.726, 0.878 for work efficiency; 0.717, 0.710 for quality of work) which are both above 0.7 indicating that Employee

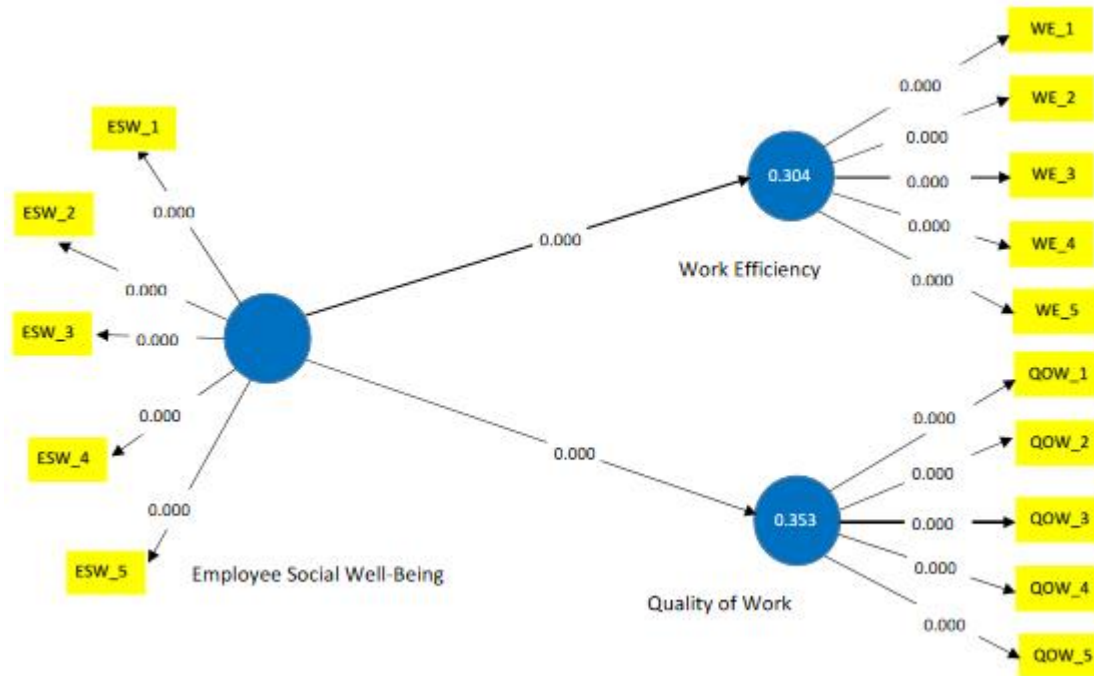
Social Well-Being and Employee Performance of Federal Road Safety Commission (FRSC) Workers in Oyo State are reliable constructs in the model. Hence, the statistical analysis indicates that the relationship between Employee Social Well-Being, Work Efficiency and Quality of Work is significant and robust, providing strong support for the research hypothesis.



Source: Field Result, 2024

Figure 4.7: Path coefficient of Employee Social Well-Being and Employee Performance (Work Efficiency and Quality of Work)

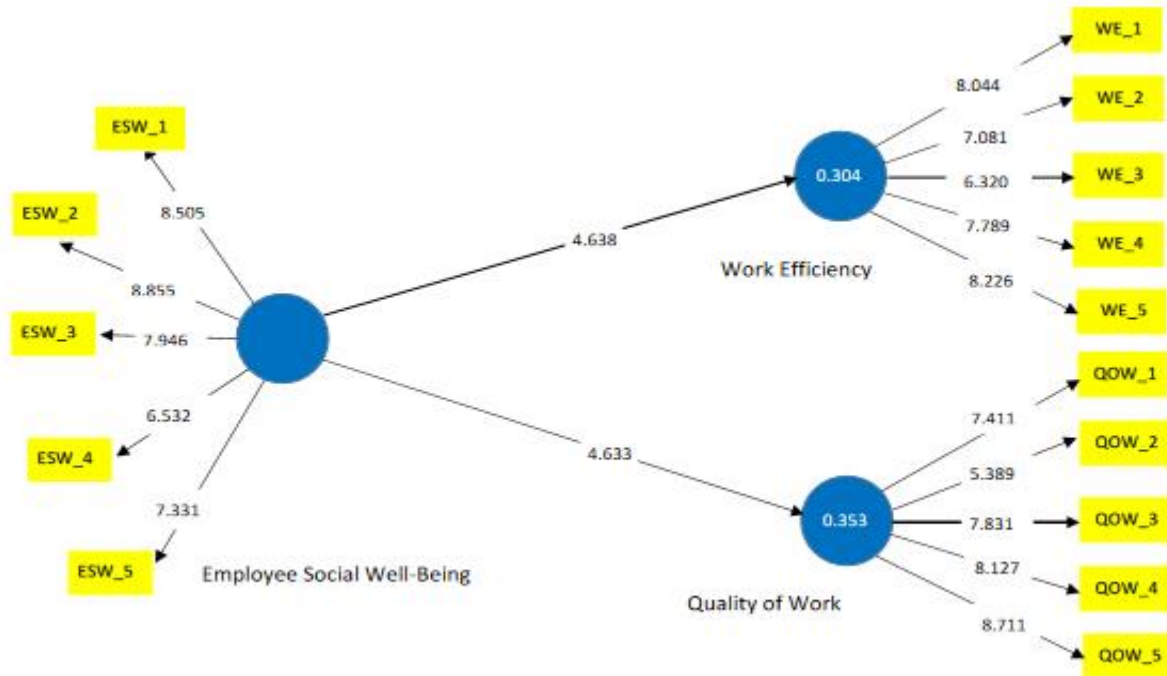
The result in figure 4.7 shows that bootstrapping value of Employee Social Well-Being and Employee Performance of Federal Road Safety Commission (FRSC) Workers in Oyo State. The result shows outer loading that are above 0.708 confirming the latent variables are a good construct of both Employee Social Well-Being and Employee Performance. Figure 4.8 below shows the P value of the patch coefficients to determine whether they are statistically significant at 0.05.



Source: Field Result, 2024

Figure 4.8: P Values of the Path Coefficient of Employee Social Well-Being and Employee Performance (Work Efficiency and Quality of Work)

Figure 4.8 shows that all latent constructs shows a p value of 0.000 that is less than 0.05 which is highly significant. This shows a high level of confidence in the results obtained from the data analysis. Figure 4.9 below shows the T statistics of the latent constructs in the study and is above 1.96. This shows that the results are statistically significant and provide further evidence of the relationship between Employee Social Well-Being and Employee Performance among Federal Road Safety Commission (FRSC) Workers in Oyo State.



Source: Field Result, 2024

Figure 4.9: T Statistics of the Path Coefficient of Employee Social Well-Being and Employee Performance (Work Efficiency and Quality of Work)

Table 4.17 Discriminant Validity for Hypothesis Three

	ESW	QOW	WE
ESW			
QOW	0.648		
WE	0.623	0.607	

Source: Author's Computation 2024 using SMART_PLS 4

Discriminant validity is another important aspect of construct validity that ensures that the measures in the study are distinct from each other. In this study, discriminant validity was assessed through the Heterotrait-Monotrait (HTMT) ratio and cross-loading analysis. The result of the HTMT as indicated in Table 4.17 shows that the constructs of Employee Social Well-

Being and Employee Performance of Federal Road Safety Commission (FRSC) Workers in Oyo State are less than 1, as evidenced by correlations of 0.648, 0.623 and 0.607 between the constructs and high factor loadings on their respective factors. This further strengthens the validity of the research findings and reinforces the relationship between Employee Social Well-Being and Employee Performance in the context of Federal Road Safety Commission (FRSC) Workers in Oyo State. Furthermore, there is less of an average link between heterotraits and heteromethods than there is between Monotraits and Heteromethods Discriminant validity is therefore proven.

Table 4.18: Regression Results of the Third Model

	Path Coefficient β	Standard deviation (STDEV)	T	F ²	Q ²	P values	R ²	Remarks
Employee Social Well-Being -----> Work Efficiency	0.552	0.263	4.638	3.489	0.637	0.000**	0.304	Positive/Significant
Employee Social Well-Being -----> Quality of Work	0.594	0.086	4.633	4.127	0.773	0.000***	0.353	Positive/Significant

Source: Author's Computation 2024 using SMART_PLS 4

The result in table 4.18 shows the regression model of Employee Social Well-Being and Employee Performance through Work Efficiency and Quality of Work. The path coefficient shows 0.552 indicating that Employee Social Well-Being has a positive effect on Work Efficiency of Federal Road Safety Commission (FRSC) Workers in Oyo State. This confirms

that Employee Social Well-Being plays a significant role in influencing the how FRSC employees carry-out their job effectively. The result shows a standard deviation of 0.263 (T statistics of 4.638) and confirms that there is minimal variations in the dataset. The p value shows 0.000** which is less than 0.05 indicating a statistically significant effect between Employee Social Well-Being and Work Efficiency. Also, the path coefficient shows 0.594 indicating that Employee Social Well-Being has a positive effect on Quality of Work of Federal Road Safety Commission (FRSC) Workers in Oyo State. This confirms that Employee Social Well-Being plays a significant role in influencing the how FRSC employees perform their job responsibilities and deliver high-quality work. It suggests that when employees are socially well, they are more motivated, engaged, and productive in their roles within the organisation. The result shows a standard deviation of 0.086 (T statistics of 4.633) and confirms that there is minimal variations in the dataset. The p value shows 0.000*** which is less than 0.05 indicating a statistically significant effect between Employee Social Well-Being and Quality of Work.

$$WE = 0.000 + 0.552ESW \text{ ----- (i)}$$

$$QOW = 0.000 + 0.594ESW \text{ ----- (ii)}$$

WE= Work Efficiency

ESW= Employee Social Well-being

QOW= Quality of Work

Further analysis indicates that taking all the constant parameter at zero, a unit change in employee Social well-being result in an increase of 0.552 in the work efficiency of Federal Road Safety Commission (FRSC) Workers in Oyo State given that all other factors are held constant. Similarly, the result shows that a unit change in employee Social well-being will lead to a 0.594

increase in quality of work for Federal Road Safety Commission (FRSC) Workers in Oyo State given that all other factors are held constant.

This shows that employee Social intelligence had the highest relative effect on quality of work among Federal Road Safety Commission (FRSC) Workers in Oyo State with a coefficient of 0.594 and t value of 4.638 compared to work efficiency with a coefficient of 0.552 and t value of $t=4.633$.

The R^2 showed the extent to which a dependent variable (Employee Performance proxied with work efficiency and quality of work) can best be explained by the independent variable (Employee Social Well-Being). The result showed an R^2 value of 0.304 indicating that about 30.4% of Work Efficiency of Federal Road Safety Commission (FRSC) Workers in Oyo State is accounted for by Employee Social Well-Being. While the quality of work account for 35.3% of the changes in employees Social well-being. Hence from this we can confirm that Employee Social Well-Being has significant influence on both Work Efficiency and Quality of Work among Federal Road Safety Commission (FRSC) Workers in Oyo State ($\beta_1=0.552$, $R^2=0.304$, t -statistics= $4.638 > 1.96$, P -value = $0.000 < 0.05$ for Work Efficiency, $\beta_1=0.594$, $R^2=0.353$, t -statistics= $4.633 > 1.96$, P -value = $0.000 < 0.05$ for Quality of Work).

Additionally, the PLS-SEM predictive significance was ascertained using the Q^2 value. Employee Social Well-Being have a Q^2 value of 0.637 and 0.773, which are more than zero. This suggests that the predictive significance of the PLS path model is present for both Work Efficiency and Quality of Work. The effect size was also established using the F-square. According to Table 4.18 above, the f-square value for Employee Social Well-Being is 3.489 and 4.127, which suggests that the sample impact is sizable, as shown in Table 4.18, indicating that

the sample effect is considerably large. This confirmed that the relationship between Employee Social Well-Being and the Employee Performance of Federal Road Safety Commission (FRSC) Workers in Oyo State is statistically significant and has a strong predictive power. This however help achieved the third objective and the third research question

Hypothesis Four

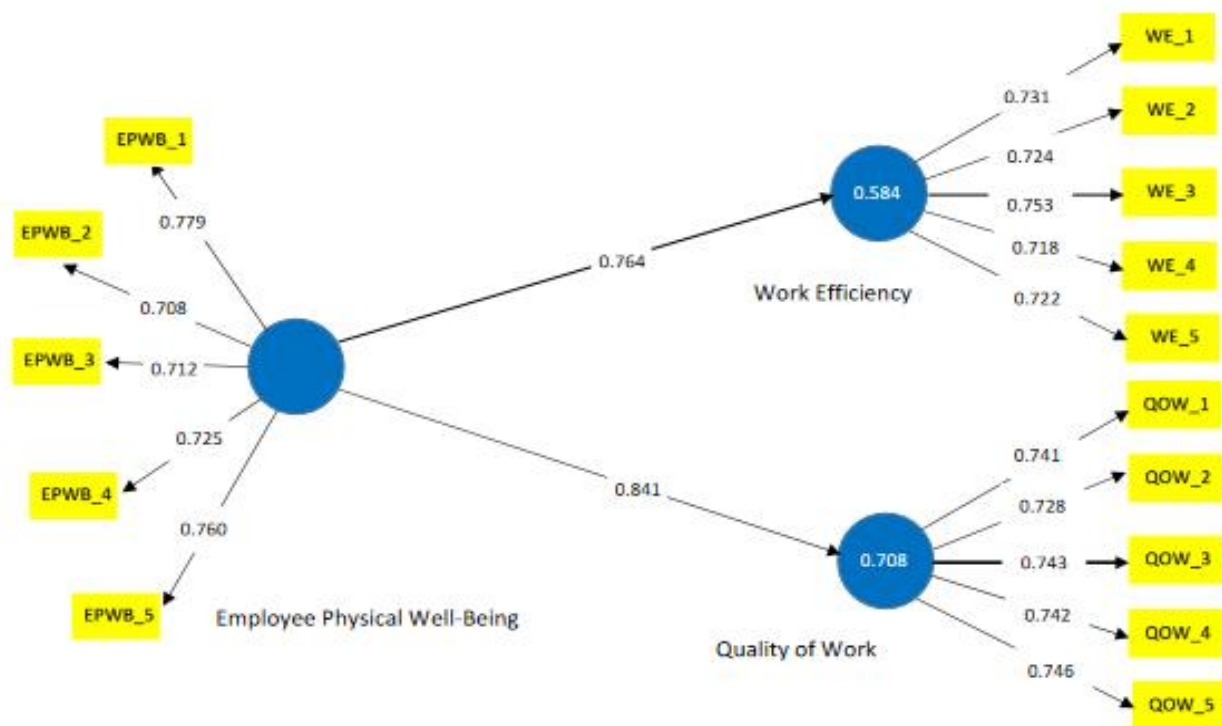
H₀₄: There is no significant relationship between employee physical well-being and performance (Work Efficiency, and Quality of Work) of Federal Road Safety Commission (FRSC) Workers in Oyo State

Table 4.19: PLS-SEM Assessment Results of Reflective Measurement Models for Hypothesis Three

Latent Variable	Indicator Item	Convergent validity			Internal consistency reliability	
		Outer loadings (> 0.708) Estimate	Bootstrapped p-value (< 0.05) Estimate	AVE (> 0.50) Estimate	Cronbach's alpha (> 0.7) Estimate	Composite reliability (> 0.7) Estimate
Employee Physical Well-Being						
	EPWB_1	0.779	0.000	0.642	0.769	0.618
	EPWB_2	0.708	0.000			
	EPWB_3	0.712	0.000			
	EPWB_4	0.725	0.000			
	EPWB_5	0.760	0.000			
Work Efficiency						
	WE_1	0.731	0.000	0.582	0.726	0.878
	WE_2	0.724	0.000			
	WE_3	0.753	0.000			
	WE_4	0.718	0.000			
	WE_5	0.722	0.000			
Quality of Work						
	QOW_1	0.741	0.000	0.589	0.717	0.710
	QOW_2	0.728	0.000			
	QOW_3	0.743	0.000			
	QOW_4	0.742	0.000			
	QOW_5	0.746	0.000			

Source: Authors Computation 2024

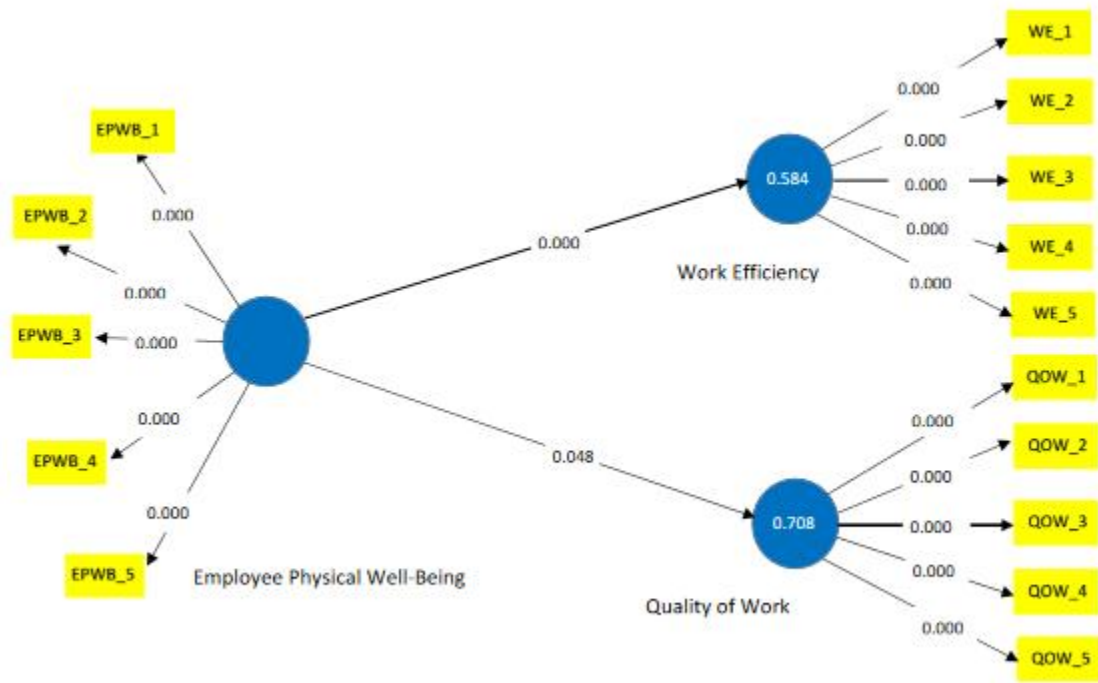
The result in Table 4.19 shows that all the outer loadings of the latent constructs are below 0.708 and the p value shows a value 0.000 which is below the threshold of 0.05. This shows that all the latent constructs are strong in explaining each of the main constructs, which is desirable. The AVE also shows 0.642, 0.582 and 0.589 for Employee Physical Well-Being, work efficiency and quality of work, which is above the benchmark of 0.5 confirming that the model has a good convergent validity. From the internal consistency, the result shows a Cronbach alpha and composite validity of (0.769 and 0.618 for Employee Physical Well-Being; 0.726, 0.878 for work efficiency; 0.717, 0.710 for quality of work) which are both above 0.7 indicating that Employee Physical Well-Being and Employee Performance of Federal Road Safety Commission (FRSC) Workers in Oyo State are reliable constructs in the model. Hence, the statistical analysis indicates that the relationship between Employee Physical Well-Being, Work Efficiency and Quality of Work is significant and robust, providing strong support for the research hypothesis.



Source: Field Result, 2024

Figure 4.10: Path coefficient of Employee Physical Well-Being and Employee Performance (Work Efficiency and Quality of Work)

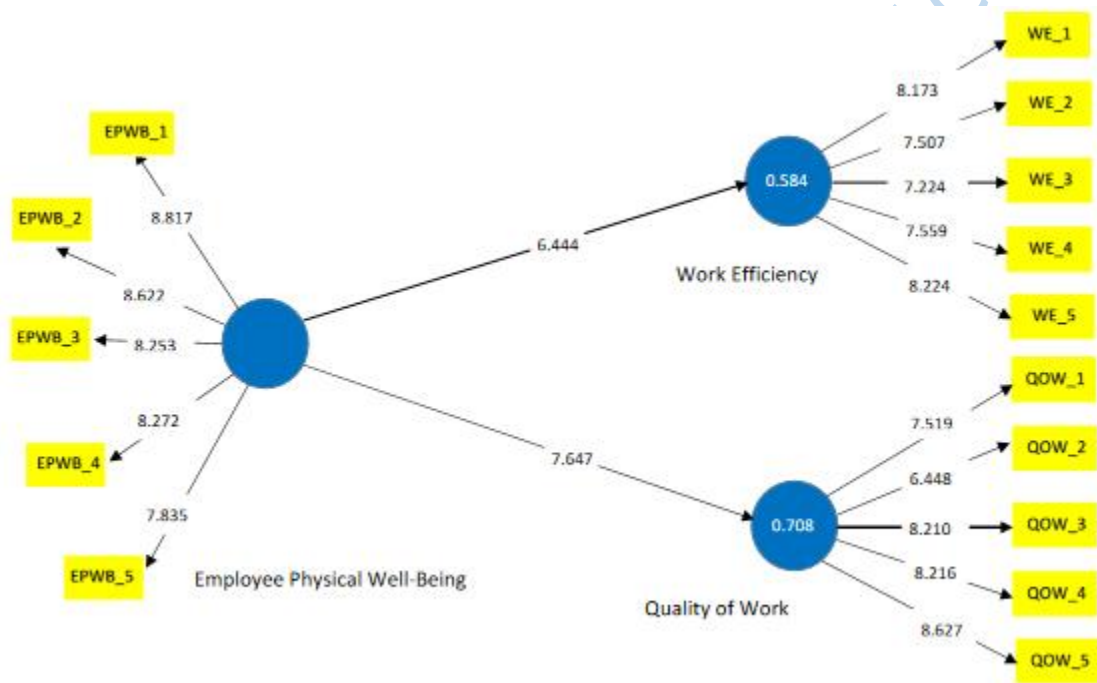
The result in figure 4.10 shows that bootstrapping value of Employee Physical Well-Being and Employee Performance of Federal Road Safety Commission (FRSC) Workers in Oyo State. The result shows outer loading that are above 0.708 confirming the latent variables are a good construct of both Employee Physical Well-Being and Employee Performance. Figure 4.11 below shows the P value of the patch coefficients to determine whether they are statistically significant at 0.05.



Source: Field Result, 2024

Figure 4.11: P Values of the Path Coefficient of Employee Physical Well-Being and Employee Performance (Work Efficiency and Quality of Work)

Figure 4.11 shows that all latent constructs shows a p value of 0.000 that is less than 0.05 which is highly significant. This shows a high level of confidence in the results obtained from the data analysis. Figure 4.12 below shows the T statistics of the latent constructs in the study and is above 1.96. This shows that the results are statistically significant and provide further evidence of the relationship between Employee Physical Well-Being and Employee Performance among Federal Road Safety Commission (FRSC) Workers in Oyo State.



Source: Field Result, 2024

Figure 4.12: T Statistics of the Path Coefficient of Employee Physical Well-Being and Employee Performance (Work Efficiency and Quality of Work)

Table 4.20 Discriminant Validity for Hypothesis Three

	EPWB	QOW	WE
EPWB			
QOW	0.862		
WE	0.785	0.723	

Source: Author's Computation (2024) using SMART_PLS 4

Discriminant validity is another important aspect of construct validity that ensures that the measures in the study are distinct from each other. In this study, discriminant validity was assessed through the Heterotrait-Monotrait (HTMT) ratio and cross-loading analysis. The result of the HTMT as indicated in Table 4.20 shows that the constructs of Employee Physical Well-Being and Employee Performance of Federal Road Safety Commission (FRSC) Workers in Oyo State are less than 1, as evidenced by correlations of 0.862, 0.785 and 0.723 between the constructs and high factor loadings on their respective factors. This further strengthens the validity of the research findings and reinforces the relationship between Employee Physical Well-Being and Employee Performance in the context of Federal Road Safety Commission (FRSC) Workers in Oyo State. Furthermore, there is less of an average link between heterotraits and heteromethods than there is between Monotraits and Heteromethods Discriminant validity is therefore proven.

Table 4.21: Regression Results of the Third Model

	Path Coefficient t β	Standard deviation (STDEV)	T	F²	Q²	P values	R²	Remarks
Employee Physical Well- Being -----> Work Efficiency	0.764	0.279	6.444	4.848	0.172	0.000**	0.584	Positive/S ignificant
Employee Physical Well- Being -----> Quality of Work	0.841	0.128	7.647	5.892	0.187	0.048**	0.708	Positive/ Significa nt

Source: Author's Computation 2024 using SMART_PLS 4

The result in table 4.21 shows the regression model of Employee Physical Well-Being and Employee Performance through Work Efficiency and Quality of Work. The path coefficient shows 0.764 indicating that Employee Physical Well-Being has a positive effect on Work Efficiency of Federal Road Safety Commission (FRSC) Workers in Oyo State. This confirms that Employee Physical Well-Being plays a significant role in influencing the how FRSC employees carry-out their job effectively. The result shows a standard deviation of 0.279 (T statistics of 6.444) and confirms that there is minimal variations in the dataset. The p value shows 0.000** which is less than 0.05 indicating a statistically significant effect between Employee Physical Well-Being and Work Efficiency. Also, the path coefficient shows 0.841 indicating that Employee Physical Well-Being has a positive effect on Quality of Work of Federal Road Safety Commission (FRSC) Workers in Oyo State. This confirms that Employee

Physical Well-Being plays a significant role in influencing the how FRSC employees perform their job responsibilities and deliver high-quality work. It suggests that when employees are physically well, they are more motivated, engaged, and productive in their roles within the organization. The result shows a standard deviation of 0.128 (T statistics of 7.647) and confirms that there is minimal variations in the dataset. The p value shows 0.048** which is less than 0.05 indicating a statistically significant effect between Employee Physical Well-Being and Quality of Work.

$$WE = 0.000 + 0.764EPWB \text{ ----- (i)}$$

$$QOW = 0.000 + 0.841EPWB \text{ ----- (ii)}$$

WE= Work Efficiency

EPWB= Employee Physical Well-being

QOW= Quality of Work

Further analysis indicates that taking all the constant parameter at zero, a unit change in employee Physical well-being result in an increase of 0.764 in the work efficiency of Federal Road Safety Commission (FRSC) Workers in Oyo State given that all other factors are held constant. Similarly, the result shows that a unit change in employee Physical well-being will lead to a 0.841 increase in quality of work for Federal Road Safety Commission (FRSC) Workers in Oyo State given that all other factors are held constant.

This shows that employee Physical intelligence had the highest relative effect on quality of work among Federal Road Safety Commission (FRSC) Workers in Oyo State with a coefficient of 0.841 and t value of 6.444 compared to work efficiency with a coefficient of 0.764 and t value of t= 7.647.

The R^2 showed the extent to which a dependent variable (Employee Performance proxied with work efficiency and quality of work) can best be explained by the independent variable (Employee Physical Well-Being). The result showed an R^2 value of 0.584 indicating that about 58.4% of Work Efficiency of Federal Road Safety Commission (FRSC) Workers in Oyo State is accounted for by Employee Physical Well-Being. While the quality of work account for 70.8% of the changes in employees Physical well-being. Hence from this we can confirm that Employee Physical Well-Being has significant influence on both Work Efficiency and Quality of Work among Federal Road Safety Commission (FRSC) Workers in Oyo State ($\beta_1 = 0.764$, $R^2 = 0.584$, t -statistics = 6.444 > 1.96, P -value = 0.000 < 0.05 for Work Efficiency, $\beta_1 = 0.841$, $R^2 = 0.708$, t -statistics = 7.647 > 1.96, P -value = 0.000 < 0.05 for Quality of Work).

Additionally, the PLS-SEM predictive significance was ascertained using the Q^2 value. Employee Physical Well-Being have a Q^2 value of 0.172 and 0.187, which are more than zero. This suggests that the predictive significance of the PLS path model is present for both Work Efficiency and Quality of Work. The effect size was also established using the F-square. According to Table 4.21 above, the f-square value for Employee Physical Well-Being is 4.848 and 5.892, which suggests that the sample impact is sizable, as shown in Table 4.21, indicating that the sample effect is considerably large. This confirmed that the relationship between Employee Physical Well-Being and the Employee Performance of Federal Road Safety Commission (FRSC) Workers in Oyo State is statistically significant and has a strong predictive power. This however help achieved the fourth objective and the fourth research question

Hypothesis Five

Ho5: Organizational culture plays no moderating role on the relationship between employee wellbeing and performance (Work Efficiency, and Quality of Work) of Federal Road Safety Commission (FRSC) Workers in Oyo State.

Table 4.22: PLS-SEM Assessment Results of Reflective Measurement Models for Hypothesis Five

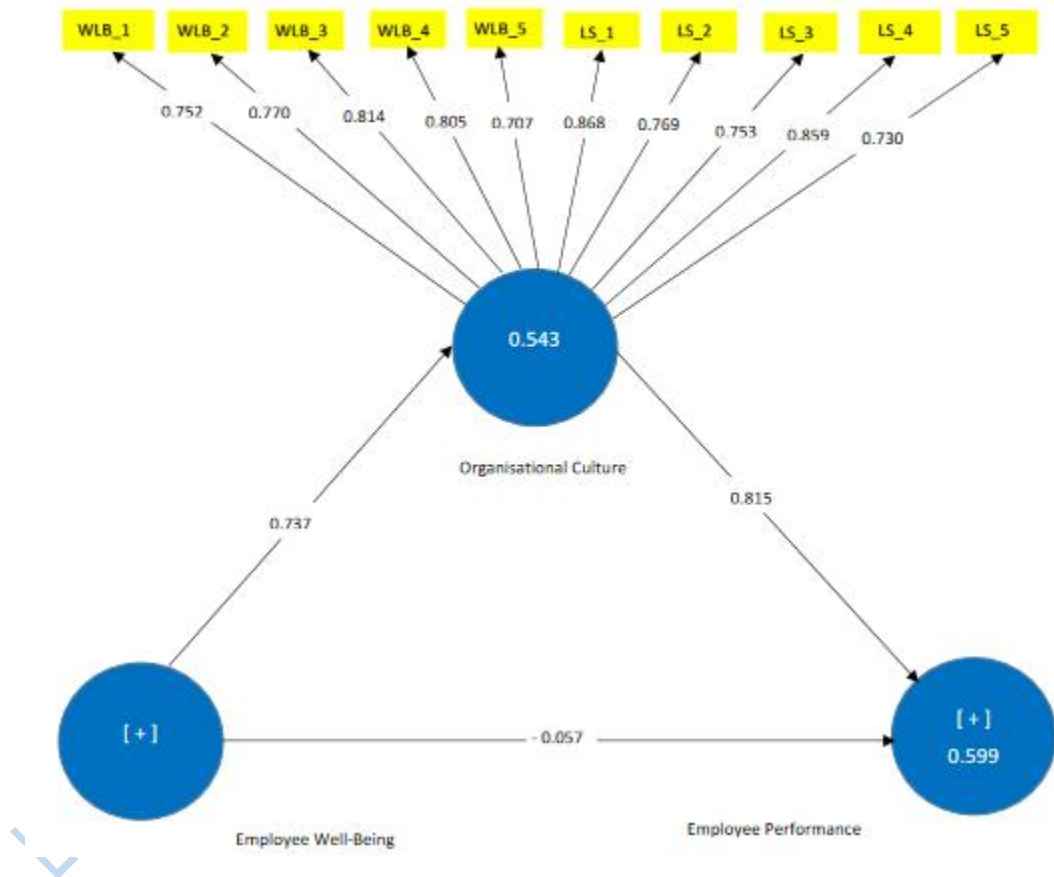
Latent Variable	Indicator Item	Convergent validity			Internal consistency reliability	
		Outer loadings (> 0.708) Estimate	Bootstrapped p-value (< 0.05) Estimate	AVE (> 0.50) Estimate	Cronbach's alpha (> 0.7) Estimate	Composite reliability (> 0.7) Estimate
Work-Life Balance Policies						
	WLB_1	0.752	0.000	0.642	0.725	0.705
	WLB_2	0.770	0.000			
	WLB_3	0.814	0.000			
	WLB_4	0.805	0.000			
	WLB_5	0.707	0.000			
Leadership Style						
	LS_1	0.868	0.000	0.582	0.726	0.711
	LS_2	0.769	0.000			
	LS_3	0.753	0.000			
	LS_4	0.859	0.000			
	LS_5	0.730	0.000			

Source: Field Result, 2024

The result in Table 4.22 shows that all the outer loadings of the latent constructs are below 0.708 and the p value shows a value 0.000 which is below the threshold of 0.05. This shows that all the latent constructs are strong in explaining each of the main constructs, which is desirable. The AVE also shows 0.642 and 0.582 for Work-Life Balance Practices and Leadership Style, which is above the benchmark of 0.5 confirming that the model has a good convergent validity. From the internal consistency, the result shows a Cronbach alpha and composite validity of (0.725 and 0.705 for Work-Life Balance Practices; 0.726, 0.711 for Leadership Style) which are both above

0.7 indicating that Employee Physical Well-Being and Employee Performance of Federal Road Safety Commission (FRSC) Workers in Oyo State are reliable constructs in the model. Hence, the statistical analysis indicates that the relationship between organizational culture as a moderator, employee well-being and employee performance is significant and robust, providing strong support for the research hypothesis.

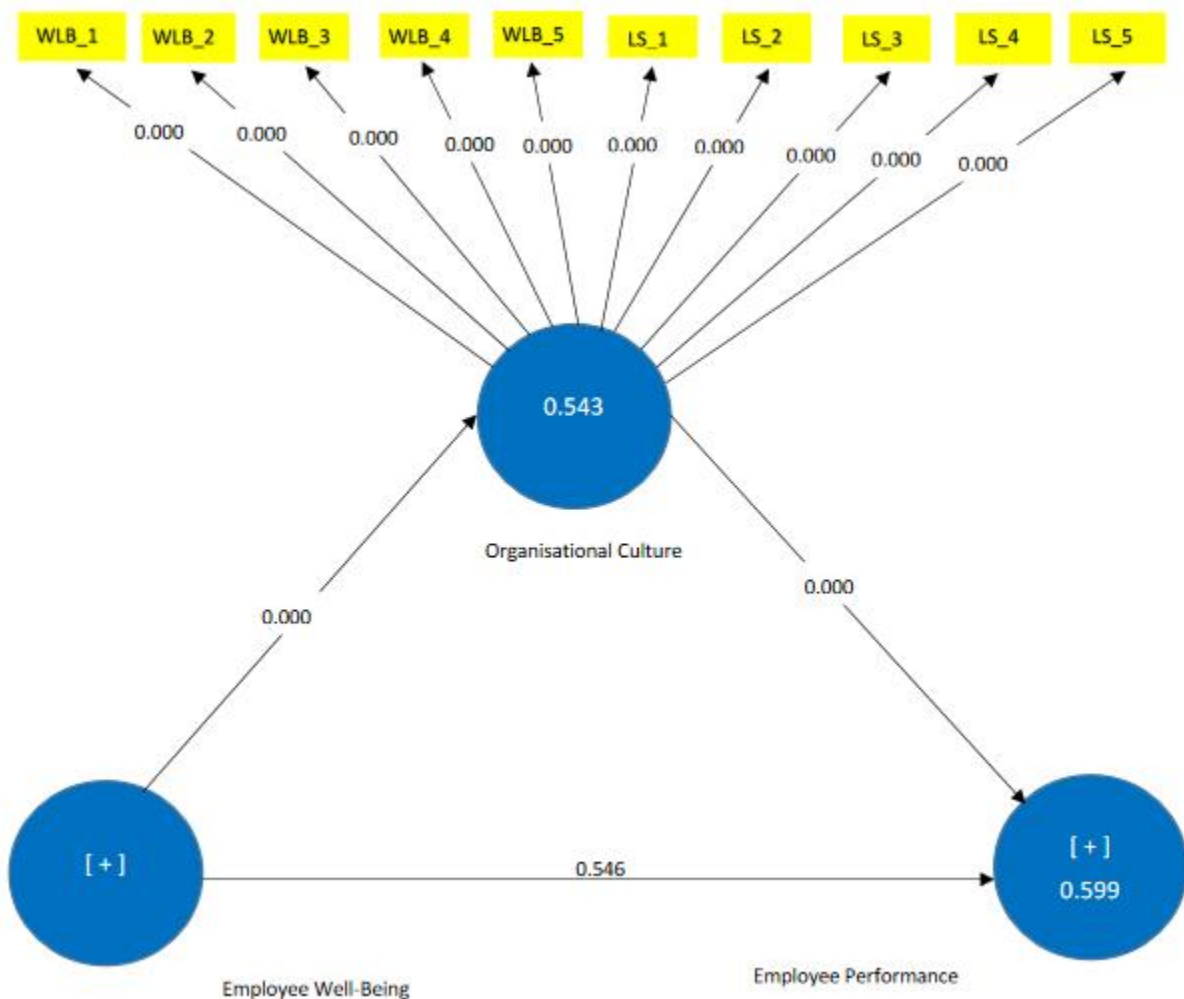
Direct Relationship



Source: Field Result, 2024

Figure 4.13: Path coefficient of Organizational Culture in Moderating the relationship between Employee Well-Being and Employee Performance (Work Efficiency and Quality of Work)

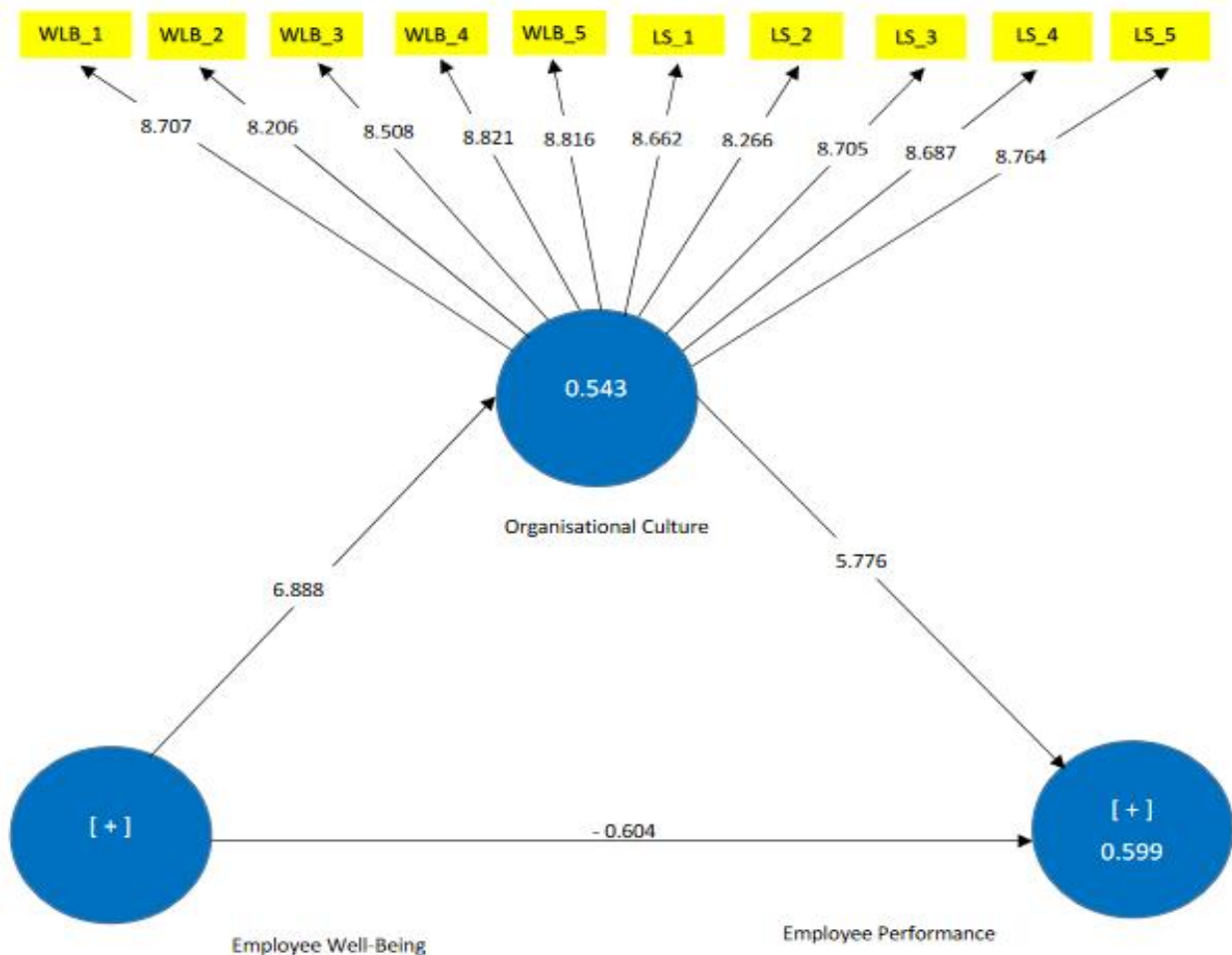
The result in figure 4.13 shows that bootstrapping value of Work-life Balance Policies and Leadership Styles of Federal Road Safety Commission (FRSC) Workers in Oyo State. The result shows outer loading that are above 0.708 confirming the latent variables are a good construct of both Employee Physical Well-Being and Employee Performance. Figure 4.14 below shows the P value of the path coefficients to determine whether they are statistically significant at 0.05.



Source: Field Result, 2024

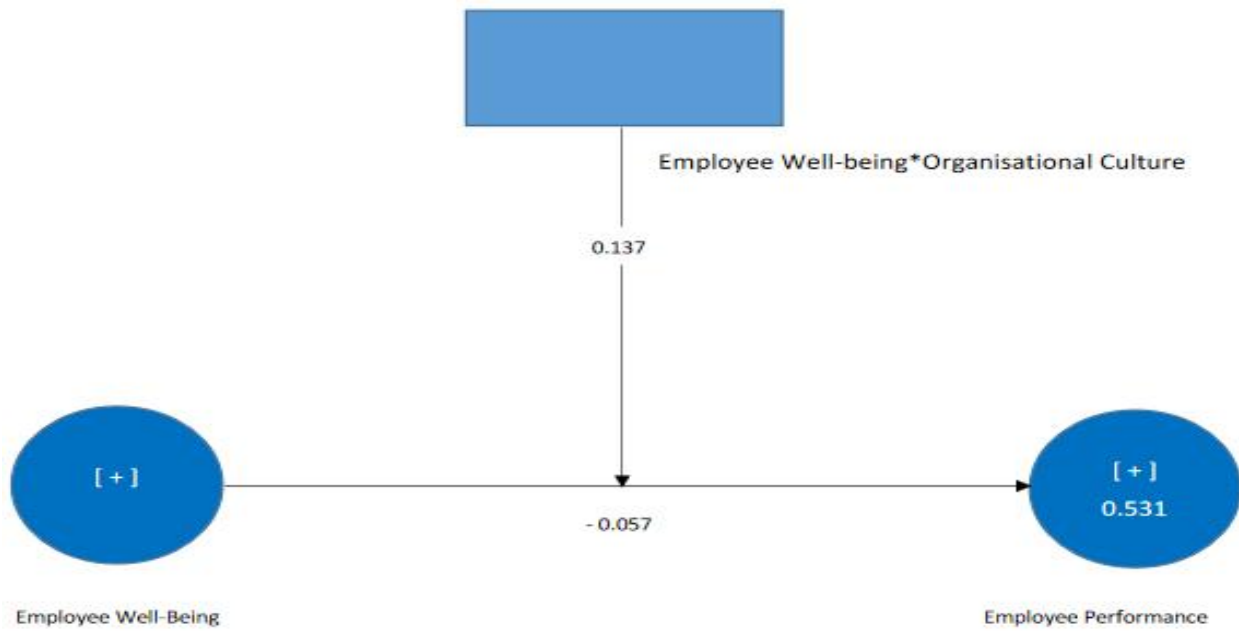
Figure 4.14: P Values of the Path Coefficient of Organizational Culture in moderating the Relationship Between Employee Well-Being and Employee Performance (Work Efficiency and Quality of Work)

Figure 4.14 shows that all latent constructs shows a p value of 0.000 that is less than 0.05 which is highly significant. This shows a high level of confidence in the results obtained from the data analysis. Figure 4.15 below shows the T statistics of the latent constructs in the study and is above 1.96. This shows that the results are statistically significant and provide further evidence of the relationship between Employee Physical Well-Being and Employee Performance among Federal Road Safety Commission (FRSC) Workers in Oyo State.



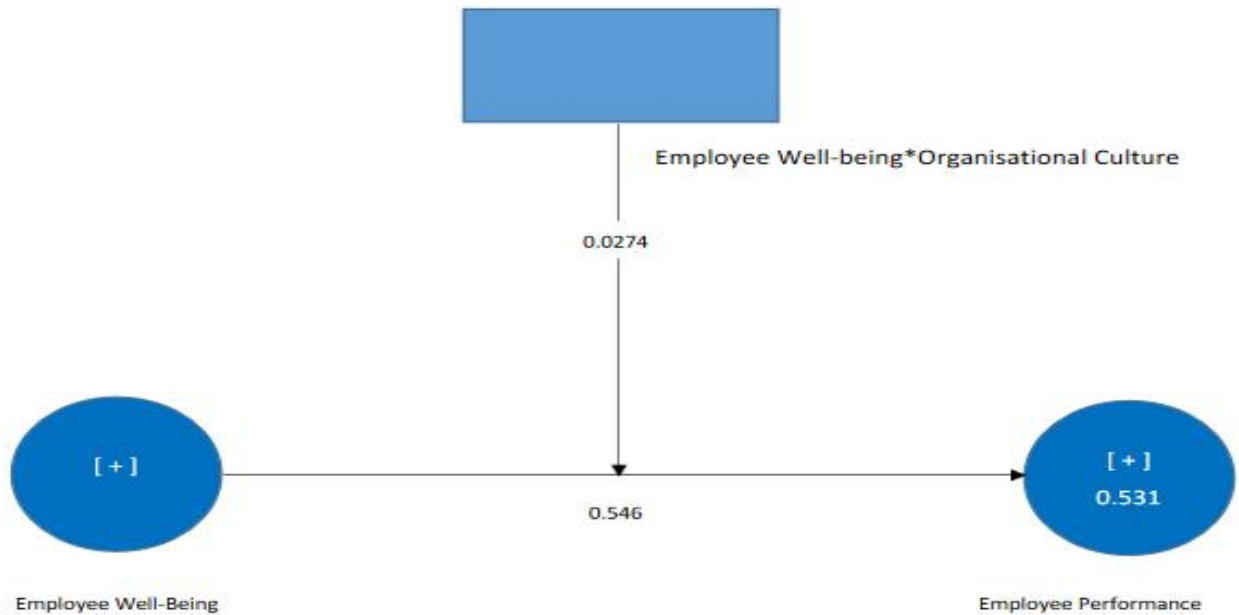
Source: Field Result, 2024

Figure 4.15: T Statistics of the Path Coefficient of Organizational Culture in Moderating the Relationship between Employee Well-being and Employee Performance (Work Efficiency and Quality of Work)



Source: Field Result, 2024

Figure 4.16: Path Coefficient of Organizational Culture in Moderating the Relationship between Employee Well-being and Employee Performance



Source: Field Result, 2024

Figure 4.17: P Values of the Path Coefficient of Organizational Culture in Moderating the Relationship between Employee Well-being and Employee Performance

Table 4.23 Discriminant Validity for Hypothesis Three

	EWB	OC	EP
EWB			
OC	0.723		
EP	0.618	0.691	

Source: Author's Computation 2024 using SMART_PLS 4

Discriminant validity is another important aspect of construct validity that ensures that the measures in the study are distinct from each other. In this study, discriminant validity was assessed through the Heterotrait-Monotrait (HTMT) ratio and cross-loading analysis. The result of the HTMT as indicated in Table 4.20 shows that the constructs of Organizational culture,

Employee Well-Being and Employee Performance of Federal Road Safety Commission (FRSC) Workers in Oyo State are less than 1, as evidenced by correlations of 0.723, 0.618 and 0.691 between the constructs and high factor loadings on their respective factors. This further strengthens the validity of the research findings and reinforces the relationship between Organizational Culture, Employee Well-Being and Employee Performance in the context of Federal Road Safety Commission (FRSC) Workers in Oyo State. Furthermore, there is less of an average link between heterotraits and heteromethods than there is between Monotraits and Heteromethods Discriminant validity is therefore proven.

Table 4.24: Regression Results of the Fifth Model

	Path Coefficient β	Standard deviation (STDEV)	T	F ²	Q ²	P values	R ²	Remarks
Employee Well-Being ----> Employee Performance	-0.057	0.012	-0.604	3.127	0.178	0.546	0.599	Negative/Insignificant
Employee Well-Being ----> Organizational Culture	0.737	0.523	6.888	6.732	0.237	0.000***	0.543	Positive/Significant
Organizational Culture -----> Employee Performance	0.815	0.382	5.776	5.930	0.201	0.000***	0.528	Positive/Significant

Employee Well-Being*Organizational Culture----->	0.137	0.391	3.728	6.280	0.628	0.027**	0.531	Positive/Significant
Employee Performance								
(Indirect Relationship)								

The result in table 4.24 shows the regression model of the direct relationship between Employee Well-Being, Organizational Culture and Employee Performance. Looking at the direct path coefficient for each variable, the result shows that the combined effect of all employee wellbeing parameters has a negative effect on employee performance (-0.057) of Federal Road Safety Commission (FRSC) Workers in Oyo State. The result shows a standard deviation of 0.012 (T statistics of -0.604) and confirms that there is minimal variations in the dataset. The p value shows 0.546 which is less than 0.05 indicating a no statistically significant effect between Employee Well-Being and Employee Performance. Also, the path coefficient between Employee Well-Being and Organizational Culture shows 0.737 indicating that Employee Well-Being has a positive effect on Organizational culture. The result shows a standard deviation of 0.523 (T statistics of 6.888) and confirms that there is minimal variations in the dataset and the p value of 0.000*** confirm that the relationship between Employee Well-Being and Organizational Culture is statistically significant.

From the Indirect relationship using the moderating effect of Organizational culture, table 4.24 shows a positive moderation relationship effect of

$$EP = 0.000 - 0.057 EWB \text{ ----- (i)}$$

$$OC = 0.000 + 0.737 EWB \text{ ----- (ii)}$$

$$EP= 0.000 + 0.815 OC \text{ ----- (iii)}$$

$$EP= 0.000 + 0.137 EWB*OC\text{----- (iv)}$$

EP= Employee Performance

EWB= Employee Well-being

OC= Organizational Culture

Further analysis indicates that taking all the constant parameter at zero, a unit change in employee well-being result in a decrease of - 0.057 in the employee performance of Federal Road Safety Commission (FRSC) Workers in Oyo State. Similarly, the result shows that a unit change in employee well-being will lead to a 0.737 increase in Organizational culture for Federal Road Safety Commission (FRSC) Workers in Oyo State given that all other factors are held constant. Looking at the direct relationship between Organizational culture and employee performance shows that a unit change in Organizational culture will improve employee performance by 0.815. However, the indirect effect of Organizational culture in moderating the relationship between employee well-being and employee performance shows a positive moderating effect. It further shows that while the direct effect of employee well-being is negative (although not significant), but when Organizational culture was moderated, it shows a positive moderation and statistically significant. Hence, any change in Organizational culture will positively moderate the relationship between employee well-being and employee performance by 0.137.

The R^2 showed the extent to which a dependent variable (Employee Performance proxied with work efficiency and quality of work) can best be explained by the independent variable (Employee Well-Being). The result showed an R^2 value of 0.584 indicating that about 59.9% of employee performance of Federal Road Safety Commission (FRSC) Workers in Oyo State is

accounted for by Employee Well-Being. Organizational culture account for 54.3% of the changes in employees well-being. Employee performance account for 52.8% of variations in organizational culture while 53.1% of employee performance is caused by variations in the moderating effect of organizational culture. Hence from this we can confirm that organizational culture moderate the relationship between employee well-being and employee performance ($\beta_1=0.137$, $R^2=0.531$, $t\text{-statistics} = 3.728 > 1.96$, $P\text{-value} = 0.027^{**} > 0.05$).

Additionally, the PLS-SEM predictive significance was ascertained using the Q^2 value. The direct relationship between Employee Well-Being and Organizational on employee performance have a Q^2 value of 0.178 and 0.201, which are more than zero. This suggests that the predictive significance of the PLS path model is present for both Employee well-being and Organizational culture. Also, the direct effect of employee well-being on organizational culture as sow Q^2 of 0.237 indicating a strong predictive power. Similarly, the moderating effect of organizational culture also so a Q^2 of 0.531 indicating a strong predictive power.

The effect size was also established using the F-square. According to Table 4.24 above, the f-square value for all constructs are 3.127, 6.732, 5.930, and 3.728, which suggests that the sample impact is sizable, as shown in Table 4.24, indicating that the sample effect is considerably large. This confirmed that the effect of organizational culture in moderating the relationship between Employee Well-Being and Employee Performance of Federal Road Safety Commission (FRSC) Workers in Oyo State is statistically significant and has a strong predictive power. This however help achieved the fifth objective and the fifth research question.

Table 4.25 Summary of Findings

Null Hypotheses	Remarks
Ho1: There is no significant relationship between employee emotional well-being and performance of Federal Road Safety Commission (FRSC) Workers in Oyo State.	Rejected/ Positive
Ho2: Employee psychological well-being does not significantly influence the performance of Federal Road Safety Commission (FRSC) Workers in Oyo State.	Rejected/ Positive
Ho3: There is no significant relationship between employee social well-being and performance of Federal Road Safety Commission (FRSC) Workers in Oyo State.	Rejected/ Positive
Ho4: Employee physical wellbeing does not have a significant effect on the performance of Federal Road Safety Commission (FRSC) Workers in Oyo State.	Rejected/ Positive
Ho5: Organizational culture plays no moderating role on the relationship between employee wellbeing and performance of Federal Road Safety Commission (FRSC) Workers in Oyo State.	Rejected/ Positive

4.18 Resultant Model

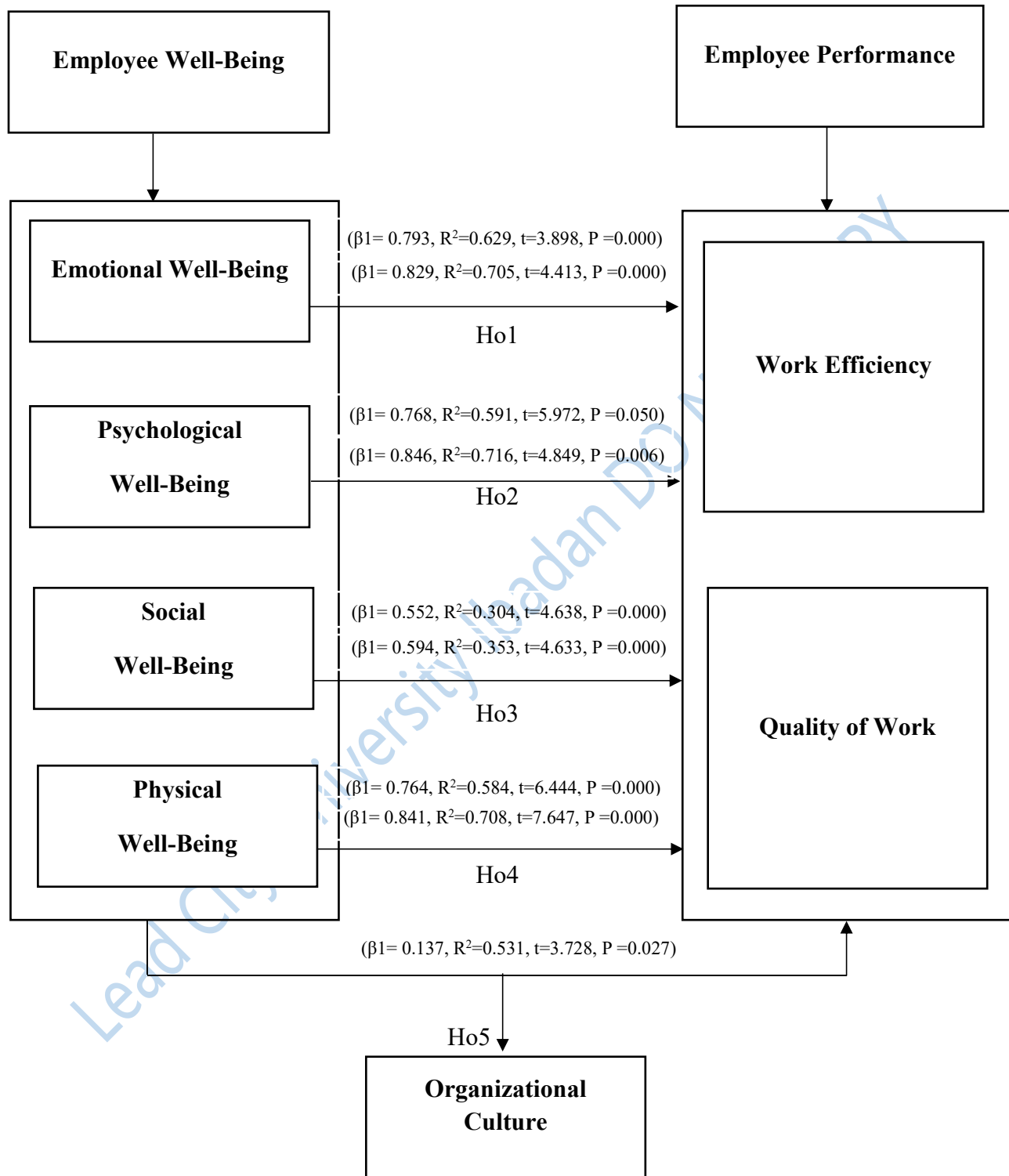


Figure 4.1 Resultant Model

Source: Field Result, 2024

4.3 Discussion of Findings

Based on the result presented above in the study analysis, it is clear that employee well-being has a significant effect on performance of employees' among FRSC staffs in Oyo State. Four constructs are used to measure employee well-being (emotional, psychological, social and physical) employee performance is measured using work efficiency and quality of work while organizational culture (work-life balance and leadership style).

The result in hypothesis one shows that employee emotional well-being has a positive effect on work efficiency and quality of work among FRSC staff in Oyo State. This shows that when the employees are emotionally well, they are able to perform their tasks more effectively and produce higher quality work. Although the emotional well-being of employees shows a high impact on quality of work compared to work efficiency, it indicates that employees who are emotionally well are more motivated and engaged in their work, thus leading to greater attention to detail and overall job satisfaction. This result is consistent with the findings of some author who argued that employees who are happy and content in their personal lives are more likely to excel in their professional lives as well^{1,2,3,4,5}. When individuals are in a positive state of mind, they are better able to handle stress and challenges in the workplace, leading to improved performance and productivity. Additionally, a supportive and positive work environment can further enhance the emotional well-being of employees, creating a cycle of positivity and success within the organization. Ultimately, prioritizing the emotional well-being of employees can have a significant impact on the overall success and effectiveness of an organization. However, this result is in contrast with the study of an author who argued that emotional wellbeing is negatively related to employee performance⁶.

This finding aligns with a growing body of literature that affirms the importance of employee well-being as a determinant of job productivity and quality output. Studies indicate that employees with high emotional well-being are more motivated, engage in more adaptive behaviour, and display a greater commitment to their roles, thus contributing to higher work efficiency and quality. The positive relationship observed between emotional well-being and work performance among FRSC staff is consistent with findings in broader organizational studies. Emotional well-being fosters resilience, enabling employees to handle job demands more effectively and maintain focus on task completion, which enhances productivity and reduces errors². Similarly, research on law enforcement personnel, whose work often mirrors the stress-intensive nature of FRSC operations, indicates that emotional well-being mitigates job-related stress and reduces burnout, resulting in improved decision-making and operational accuracy¹. These findings reinforce the notion that, especially in high-stress roles such as those within the FRSC, maintaining high levels of emotional well-being is essential for optimal performance.

Contrasting studies, however, introduce nuances to the understanding of well-being and productivity. The beneficial impacts of well-being on performance, they argue that the relationship may not be universally positive across all job types⁴. Their research suggests that, in some highly structured or repetitive roles, the direct correlation between emotional well-being and performance might be weaker, as the tasks may rely more on procedural accuracy than on the intrinsic motivation linked to well-being. While emotional well-being generally promotes productivity, its effect size may vary according to contextual factors such as job autonomy, organizational culture, and support systems⁵. These studies suggest that while well-being is vital, its impact on performance may be contingent upon other situational variables.

This theory supports the organizational support theory which posits that employees develop a general perception concerning the extent to which the organization values their contributions and cares about their well-being. This aligns with OST, as emotionally supported employees are likely to feel valued and reciprocate with higher commitment and performance¹. Consequently, organizations that prioritize emotional well-being create a supportive environment that enhances employee productivity and work quality².

The result from Hypothesis two indicates that employee psychological well-being significantly enhances work efficiency and quality among FRSC staff in Oyo State. This finding suggests that when employees experience positive psychological health, they are more capable of performing their tasks efficiently and producing high-quality work. This supports the findings of some authors who have argued that prioritizing employee well-being leads to improved performance and productivity in the workplace^{7,8}. Additionally, it highlights the importance of investing in employee mental health and creating a positive work environment to ensure organizational success⁹. Organizational Support Theory (OST) offers a framework to understand this relationship. OST posits that when employees perceive that their organization values their contributions and cares about their well-being, they develop a stronger attachment to the organization, leading to enhanced job performance⁹. Psychological well-being encompasses factors such as job satisfaction, stress management, and mental health. According to OST, organizational practices that promote psychological well-being—such as providing mental health resources, fostering a supportive work environment, and recognizing employee efforts—can lead to increased perceptions of organizational support. This perceived support can motivate employees to reciprocate through improved performance and commitment to quality work. For FRSC staff in Oyo State, initiatives aimed at improving psychological well-being likely

contribute to a more motivated and efficient workforce, thereby enhancing overall organizational performance. Such findings underscore the importance of organizational support mechanisms in fostering employee well-being and, consequently, operational success.

Psychological well-being, encompassing factors such as self-acceptance, personal growth, purpose in life, and positive relationships, is critical to maintaining an engaged, resilient, and high-performing workforce. The positive effect of psychological well-being on work efficiency and quality aligns with the body of research demonstrating that employees with higher levels of well-being are more likely to exhibit job satisfaction, heightened motivation, and task commitment². These attributes are essential to maintaining efficiency and precision in roles that demand constant attentiveness and quick decision-making, as is the case for FRSC personnel.

Support for this finding is abundant in the literature. Psychological well-being correlates with improved productivity, as employees who experience higher levels of psychological well-being are less likely to experience job-related stress or burnout. This, in turn, promotes sustained focus and effectiveness in their roles. Psychological well-being enhances both individual productivity and the quality of work outputs⁵. The study found that individuals with greater life satisfaction and positive interpersonal relationships exhibit enhanced concentration, creativity, and resilience, which are critical for maintaining high-quality standards and efficiency in demanding roles. These findings underscore the importance of psychological well-being as a determinant of performance, especially in settings like the FRSC, where operational success depends heavily on the reliability and mental sharpness of staff.

In contrast, some studies offer a more nuanced perspective, suggesting that the relationship between psychological well-being and work performance may vary by organizational

environment, work structure, and job demands. Psychological well-being typically enhances performance in roles requiring emotional engagement and mental flexibility, its effect might be less pronounced in highly mechanized or procedural jobs, where efficiency may depend more on process standardization than on psychological state⁶. While psychological well-being promotes job efficiency, the absence of supportive organizational structures—such as adequate training, managerial support, and reasonable workload distribution—can diminish this positive effect⁵. This implies that while psychological well-being is crucial, its impact on job performance may rely on complementary factors within the organizational context.

The findings in this study highlight the necessity for FRSC and similar organizations to prioritize initiatives that foster psychological well-being to maintain a motivated and effective workforce. Such interventions might include access to mental health resources, resilience training, and fostering a supportive work environment. Given the high-stress nature of FRSC roles, supporting employees' psychological well-being is paramount for sustaining both high efficiency and quality of work. Therefore, this study contributes to the broader literature by underscoring the practical and theoretical implications of psychological well-being as a critical component of employee performance, advocating for a holistic approach that incorporates organizational support systems tailored to the unique demands of FRSC personnel.

The result in hypothesis three reveals that employee social well-being significantly enhances work efficiency and quality among FRSC staff in Oyo State. Social well-being, which encompasses supportive social interactions, a sense of belonging, and positive relationships within the workplace, is crucial for creating an environment where employees feel valued and connected. Previous research demonstrated that social support within the workplace fosters a

collaborative environment, reducing stress and improving job satisfaction¹⁰. Similarly, another author found that social well-being promotes employee engagement, leading to higher productivity and better work outcomes^{11,12}. In the context of OST, the social support provided by the organization creates a sense of belonging and value among employees, which motivates them to maintain high performance standards. This support can come from supervisors, peers, and the broader organizational culture, enhancing employees' overall well-being and job satisfaction. The positive correlation between social well-being and work performance underscores the importance of fostering strong interpersonal relationships and a supportive work environment within organizations to achieve optimal employee performance and quality of work. Therefore, prioritizing social well-being initiatives can lead to substantial benefits for both employees and the organization.

The findings highlight the critical role of social connections and interpersonal relationships in driving workplace productivity and effectiveness. Social well-being, characterized by a sense of belonging, supportive relationships, and positive social interactions, is vital in fostering a cooperative and cohesive work environment. This result aligns with existing literature demonstrating that employees who experience higher levels of social well-being tend to engage more constructively with colleagues, exhibit increased job satisfaction, and maintain higher levels of commitment to their work task⁷. In roles such as those within the FRSC, where teamwork, trust, and communication are essential, social well-being contributes to enhanced work efficiency and quality by promoting a culture of mutual support and accountability.

The positive impact of social well-being on work performance is well-documented in scholarly research. Employees who experience a strong sense of social support at work are more likely to

perform efficiently and deliver quality results due to increased job satisfaction and reduced stress. Social support acts as a buffer against workplace stress, enabling employees to navigate challenges more effectively. This buffering effect is particularly valuable in high-pressure roles, where the collective efforts of team members can significantly reduce individual stress and thereby enhance performance outcomes. Studies in similar occupational settings also suggest that when employees perceive their workplace as socially inclusive, they are more likely to feel motivated and committed to achieving high-quality standards⁸.

However, contrasting studies suggest that the relationship between social well-being and work performance may be moderated by job structure, organizational culture, and individual personality differences⁹. While social well-being generally supports job performance, excessive reliance on interpersonal relationships can occasionally lead to “emotional contagion,” where negative emotions within social groups may inadvertently spread among employees, impacting work efficiency and quality negatively¹⁰. Employees in highly autonomous roles may experience minimal gains in efficiency from social interactions, as these roles often demand high levels of independent problem-solving rather than collective effort. These studies imply that while social well-being is beneficial, its impact on work performance is most pronounced in contexts requiring teamwork and coordination, such as the FRSC environment.

The findings underscore the importance of cultivating an organizational culture within the FRSC that supports social well-being, particularly through initiatives that encourage collaboration, peer support, and team-building activities. Given the collaborative nature of FRSC roles, enhancing social well-being among staff can lead to improved communication, increased trust, and a shared commitment to quality service delivery. This study thus contributes to the literature by affirming

the positive role of social well-being in occupational settings, especially those demanding high levels of teamwork and social cohesion. To optimize work efficiency and quality, the FRSC may benefit from incorporating strategies that promote social interactions and peer support, recognizing social well-being as a vital component of employee performance within its unique operational framework.

The result in hypothesis four shows that employee physical well-being positively impacts work efficiency and quality among FRSC staff in Oyo State. This indicates that when employees are physically healthy, they can perform their tasks more effectively and produce higher-quality work. Physically well employees are likely to have more energy, better concentration, and reduced absenteeism, leading to enhanced productivity and work outcomes. Linking this to Organizational Support Theory (OST), we see that organizations that invest in their employees' physical well-being demonstrate a commitment to their workforce, which in turn fosters a reciprocal commitment from employees¹³. This reciprocal relationship enhances job performance and quality of work. Previous studies support these findings; for instance, an author found that workplace wellness programmes that focus on physical health lead to improved job performance and reduced healthcare costs¹³. Similarly, another author shows that healthier employees are more productive and have higher work quality especially when it comes to field work¹⁴. In the case of FRSC staff in Oyo State, the positive impact of physical well-being on work efficiency and quality underscores the importance of organizational support in promoting health-related initiatives. This support not only enhances employee well-being but also contributes to the organization's overall productivity and success.

The findings of this study, which show that employee physical well-being positively impacts work efficiency and quality among Federal Road Safety Corps (FRSC) staff, underscore the importance of physical health as a fundamental driver of employee performance. Physical well-being, encompassing factors such as physical fitness, adequate rest, and the absence of chronic health issues, is essential for maintaining the stamina and mental clarity required in high-demand roles. This positive association between physical well-being and job efficiency and quality aligns with extensive research suggesting that physically healthy employees are better able to sustain focus, engage in complex tasks, and contribute to consistent, high-quality work outputs⁶. These attributes are particularly critical for FRSC personnel, who must maintain peak physical and mental performance to manage high-stress, dynamic work environments.

The literature provides ample evidence supporting the link between physical well-being and work performance. Employees who experience higher physical well-being, such as regular exercise and healthy lifestyle habits, exhibit improved job performance due to enhanced energy levels, reduced fatigue, and better cognitive function⁶. Physical well-being directly correlates with reductions in absenteeism, presenteeism, and overall productivity losses, suggesting that healthier employees are more consistently present and effective in their roles⁷. This is especially relevant for FRSC staff, whose physical resilience is essential to the demands of prolonged and physically taxing duties in various field conditions. Moreover, physical well-being has been shown to support mental resilience, allowing employees to better handle job-related stressors and maintain high work quality¹².

Contrasting studies, however, present a more nuanced view, suggesting that the relationship between physical well-being and work performance may be moderated by individual job roles,

organizational support, and other non-physical factors. Although physical well-being generally enhances job performance, the impact can vary significantly based on job characteristics. Employees in roles that are less physically demanding may not exhibit the same level of performance improvement from physical well-being as those in physically intensive roles. While physical well-being is an important contributor to performance, its effects are often maximized only when combined with other well-being dimensions, such as psychological and social well-being, suggesting an interdependent relationship¹¹. This implies that physical well-being alone may not be a sufficient predictor of optimal performance but rather one component within a holistic well-being framework.

Overall, the findings emphasize the importance of promoting physical well-being within the FRSC to enhance work efficiency and quality. This could be achieved through interventions that support healthy lifestyle choices, such as fitness programs, access to wellness resources, and regular health screenings. Recognizing the physical demands of FRSC roles, organizational policies that prioritize employee physical health can contribute to a more effective, resilient workforce. By integrating physical well-being initiatives, the FRSC can not only support the immediate health of its staff but also contribute to long-term improvements in job performance, reinforcing the positive impact of physical well-being as highlighted in this study. These findings underscore the broader importance of adopting comprehensive well-being strategies in occupational settings, particularly those requiring sustained physical and mental endurance.

The result in hypothesis five indicates that organizational culture positively moderates the relationship between employee well-being and performance among FRSC staff in Oyo State. This means that a supportive and positive organizational culture enhances the relationship

between employee well-being and their performance. When the organizational culture fosters values such as trust, respect, and collaboration, through work life balance and leadership styles, it creates an environment where employees' well-being is prioritized, leading to improved performance outcomes¹⁵. Linking this to OST shows a clear alignment as a positive organizational culture acts as a form of organizational support, reinforcing employees' sense of being valued and supported, thus boosting their well-being and performance. Previous studies support these findings. For instance, an author emphasized that a strong organizational culture improves employee motivation and performance¹⁶. Additionally, another author highlighted that cultures emphasizing flexibility, open communication, and work-life balance tend to have higher levels of employee satisfaction and productivity¹⁷. This demonstrates the importance of fostering a positive organizational culture that values and supports employees' well-being in order to achieve optimal performance outcomes.

Supporting literature reinforces this moderating role of organizational culture. A culture that visibly values employee well-being—through policies, practices, and communication—strengthens the effect of well-being on performance by fostering a sense of belonging and organizational commitment⁷. In such cultures, employees feel their well-being is prioritized, leading to higher engagement levels and a willingness to invest additional effort in their roles⁹. Likewise, a culture emphasizing collaboration, trust, and employee-centred values enhances well-being and buffers employees against job stress, thus allowing them to perform optimally even under pressure⁸. In the context of the FRSC, a supportive organizational culture that values well-being can create an environment where employees feel empowered and motivated to perform at their best, despite the physical and psychological demands of their roles.

In contrast, some studies suggest that the influence of organizational culture on the well-being-performance relationship may vary depending on other contextual factors, such as leadership style, resource availability, and individual employee characteristics. Although a positive culture can enhance the effect of well-being on performance, this relationship is not uniform across all organizational contexts⁷. In settings where resources or support structures are lacking, a positive culture may not fully compensate for the absence of necessary tools or support, potentially diminishing the effectiveness of well-being on performance. Additionally, the alignment between an individual's values and the organization's cultural values plays a role in how well-being influences performance; if there is a misalignment, the positive moderating effects of culture may be reduced, as employees may feel disconnected or unsupported despite the organization's efforts to promote well-being⁸.

The findings of this study emphasize that for FRSC staff, an organizational culture that actively supports well-being initiatives—such as stress management programs, wellness workshops, and an inclusive work environment—can significantly amplify the impact of well-being on performance outcomes. Such a culture can help foster resilience, enhance job satisfaction, and reduce turnover intentions, thereby sustaining performance quality and efficiency. By fostering a supportive culture, the FRSC can create an environment that enables employees to thrive both individually and collectively, reinforcing the positive outcomes associated with well-being. This study thus contributes to the literature by affirming the pivotal role of organizational culture in maximizing the impact of employee well-being on performance, suggesting that a strategic focus on cultural enhancement could yield considerable benefits in high-demand occupational settings.

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Chapter Five

Conclusion

This chapter discusses the summary of findings, conclusion, recommendations, areas for further studies and contributions to knowledge. The summary of findings summarizes the key findings as revealed in the chapter four. Also the key findings are summarized to show the contributions to knowledge to various stakeholders and also devise means which further studies can be conducted.

5.1 Summary of Findings

The purpose of this research is to examine the impact of employee well-being (emotional well-being, psychological well-being, social well-being, physical well-being) on employee performance (Work Efficiency and Quality of Work) of FRSC employees in Oyo State, Using Organizational Culture (Work-Life Balance and Leadership Style) as a moderator. The study was structured into five chapters, each of which focused on a different stage of the research process.

Chapter one dealt with the introduction and background of the study, identified the problems of the study, defined the objectives of the study, and formulated appropriate research questions and hypotheses to guide the investigation of the study. It also highlighted the scope, the significance of the study to different categories and group and as well operationalized the variables of the study amongst others.

Chapter two of the study reviewed relevant related literature. The chapter is made up of 3 main sections: the conceptual review, the theoretical review and the empirical review. The concepts of employee well-being, emotional well-being, social well-being, psychological well-being,

physical well-being, employee performance, work efficiency, quality of work, organizational culture, work-life balance policies and leadership style were reviewed. The theories that were reviewed are; stressor-emotion model, frustration-aggressive model, and organizational support theory were reviewed based on the study objectives. The empirical reviewed was also discussed on the study objectives based on the findings of previous authors as it relates to this study.

Chapter three focused on the methodology, this study adopts the survey research design which involves the use of adapted questionnaire designed to obtain information from respondents. 179 sample size was used using total enumeration sampling technique. Copies of the questionnaire were administered and collected through the use of Microsoft Forms. The research instrument used in this study is the questionnaire. The questionnaire consisted of two sections, section A and B. section A comprised of bio-data and section B was to find out how employee well-being components influence employee performance which aided in answering the research questions and testing the stated hypotheses. The 5-point likert scale was adopted (SA- Strongly Agree), (A- Agree), (UN- Undecided), (D- Disagree), (SD- Strongly Disagree).

Chapter four presents' data analysis, results and discussion of findings, the data presentation and analysis were done in two stages. The first stage of analysis was the descriptive statistics using percentages, mean and standard deviations on the responses of respondents as it relates to research questions and objectives. Inferential statistics was done using the Bivariate regression via the statistical package for science solution (SPSS) 23.0 to test the research hypothesis as projected in the study. SmartPLS V4.0 was equally use to determine the Path, T and Q2 statistics for the hypothesis. Bivariate regression analysis was used to test the effect of the independent variable on each of the dependent variables which was utilized for hypothesis one to five.

Chapter five summarized the study by lightening the findings of the study, conclusion and suggested recommendation based on the findings for the FRSC employees in Oyo State. The chapter also gave contribution to knowledge both theoretically and empirically and suggested areas for further studies.

The summary of the key findings and interpretations are as stated below:

- i. Employee emotional well-being has a positive and significant influence on Performance (quality of work, work efficiency) of Federal Road Safety Commission (FRSC) Workers in Oyo State City University, Ibadan, Oyo State ($\beta_1 = 0.793$, $R^2 = 0.629$, $t\text{-statistics} = 3.898 > 1.96$, $P\text{-value} = 0.000 < 0.05$ for Work Efficiency, $\beta_1 = 0.829$, $R^2 = 0.705$, $t\text{-statistics} = 4.413 > 1.96$, $P\text{-value} = 0.000 < 0.05$ for Quality of Work).
- ii. Employee psychological well-being has a positive and significant influence on Performance (quality of work, work efficiency) of Federal Road Safety Commission (FRSC) Workers in Oyo State City University, Ibadan, Oyo State ($\beta_1 = 0.768$, $R^2 = 0.591$, $t\text{-statistics} = 5.972 > 1.96$, $P\text{-value} = 0.050 < 0.05$ for Work Efficiency, $\beta_1 = 0.846$, $R^2 = 0.716$, $t\text{-statistics} = 4.849 > 1.96$, $P\text{-value} = 0.006 < 0.05$ for Quality of Work).
- iii. Employee social well-being has a positive and significant influence on Performance (quality of work, work efficiency) of Federal Road Safety Commission (FRSC) Workers in Oyo State City University, Ibadan, Oyo State ($\beta_1 = 0.552$, $R^2 = 0.304$, $t\text{-statistics} = 4.638 > 1.96$, $P\text{-value} = 0.000 < 0.05$ for Work Efficiency, $\beta_1 = 0.594$, $R^2 = 0.353$, $t\text{-statistics} = 4.633 > 1.96$, $P\text{-value} = 0.000 < 0.05$ for Quality of Work).
- iv. Employee physical well-being has a positive and significant influence on Performance (quality of work, work efficiency) of Federal Road Safety Commission (FRSC) Workers in

Oyo State City University, Ibadan, Oyo State ($\beta_1 = 0.764$, $R^2 = 0.584$, $t\text{-statistics} = 6.444 > 1.96$, $P\text{-value} = 0.000 < 0.05$ for Work Efficiency, $\beta_1 = 0.841$, $R^2 = 0.708$, $t\text{-statistics} = 7.647 > 1.96$, $P\text{-value} = 0.000 < 0.05$ for Quality of Work).

- v. Organizational culture positively and significantly moderate the relationship between employee well-being and performance of Federal Road Safety Commission (FRSC) Workers in Oyo State City University, Ibadan, Oyo State ($\beta_1 = 0.137$, $R^2 = 0.531$, $t\text{-statistics} = 3.728 > 1.96$, $P\text{-value} = 0.027^{**} > 0.05$).

5.2 Conclusion

From the study analysis, it can be concluded that employee well-being has a significant effect on their performance, making them to be more productive, engaged, and satisfied in their roles. This is particularly true for government establishment which are often faced with high levels of stress and pressure from road commuters. The Federal Road Safety Commission in Nigeria are the first point of contact for addressing road safety issues and ensuring compliance with traffic laws. Employee well-being not only benefits the individual employees themselves, but also has a positive impact on the organization as a whole, leading to improved outcomes and better service delivery to the public.

The study concluded that employee well-being significantly impacts performance among FRSC staff in Oyo State. Emotional well-being enhances work efficiency and quality, with emotionally healthy employees being more motivated and engaged, leading to better job performance. Psychological well-being also boosts work efficiency and quality, supporting previous research on the importance of mental health and a positive work environment for organizational success. Social well-being fosters a collaborative environment, reducing stress and improving job

satisfaction, which leads to higher productivity. The findings underscore the importance of prioritizing emotional, psychological, and social well-being to enhance employee performance and organizational success, consistent with OST principles.

The study also concluded that physical well-being positively impacts work efficiency and quality, with physically healthy employees exhibiting more energy, better concentration, and reduced absenteeism, leading to enhanced productivity. This aligns with Organizational Support Theory (OST), which posits that organizations investing in employee health foster a reciprocal commitment, boosting job performance. Hence, workplace wellness programmes enhance productivity and reduce healthcare costs. However, when organizational culture is used as a moderator, employee well-being exhibits a strong positive relationship with job satisfaction and organizational commitment. This suggests that a positive work environment that values employee well-being can lead to increased job satisfaction and commitment to the organization.

5.3 Recommendations

Based on the findings of the study on the relationship between employee well-being and employee performance of employee performance, here are four detailed recommendations:

1. Despite the positive relationship between employee emotional well-being on employee performance, the Nigerian government should develop robust Employee Assistance Programs that offer counseling, mental health support, and stress management resources for FRSC employees. These services should be easily accessible and confidential, encouraging employees to seek help without fear of stigma. Also, regular workshops on emotional intelligence, resilience, and stress reduction techniques can equip FRSC employees with the skills needed to manage their emotional well-being effectively.

Integrate wellness initiatives such as mindfulness sessions, yoga classes, and relaxation zones within the workplace. These activities can help employees manage stress and maintain a positive mental state. Research has shown that such wellness programmes can significantly reduce workplace stress and improve overall job satisfaction.

2. Cultivating a supportive and inclusive work culture to improve psychological wellbeing. The FRSC should promote values such as respect, teamwork, and open communication. Encouraging a culture where employees feel valued and supported can enhance their psychological well-being. Initiatives like team-building activities, peer support groups, and recognition programs for employee contributions can create a more cohesive and supportive work environment. Also, implementing policies that promote work-life balance can significantly impact employees' psychological well-being. Flexible work schedules, opportunities for remote work, and sufficient leave policies can help employees manage their personal and professional lives better. Encouraging employees to take regular breaks and vacations can prevent burnout and improve overall job satisfaction and performance.
3. Cultivate a culture of open communication where employees feel comfortable sharing their thoughts, concerns, and ideas. This can be achieved by regular feedback sessions, open-door policies, and inclusive decision-making processes. Ensuring that all employees feel heard and respected can enhance their social well-being and engagement, leading to improved performance.
4. The government should provide regular health screenings and preventive care services, such as vaccinations and health assessments. These services can help detect and address

health issues early, ensuring employees remain physically fit and capable of performing their duties effectively. According to an author, health screenings and preventive care in the workplace can lead to significant health improvements and productivity gains.

5. **Implement Wellness Programs Aligned with Organisational Cultural Values:** Since organizational culture enhances the positive effects of well-being on performance, the FRSC should integrate wellness programs that resonate with their core values and objectives. Health initiatives, mental wellness seminars, and resilience training can create a supportive workplace, fostering well-being aligned with FRSC's mission. By embedding wellness within the organizational culture, the Corps encourages employees to pursue healthier lifestyles while feeling culturally supported. Tailoring wellness initiatives in this way ensures that employees remain mentally and physically prepared for the demands of their roles, resulting in higher job satisfaction and improved productivity

5.4 Contributions to Knowledge

The study has contributed to knowledge from various perspectives which are discussed below:

Theoretical Perspective: The findings support and extend OST by demonstrating that physical well-being is a critical component of perceived organizational support. When employees feel that their organization cares about their physical health, they reciprocate with higher levels of performance and commitment. This aligns with the notion that employees develop a general perception of how much the organization values their contributions and cares about their well-being, leading to enhanced job performance.

Conceptual Perspective: The study enriches the conceptual understanding of employee well-being by highlighting physical well-being as a key factor influencing job performance. This model suggests that well-being is multi-dimensional, encompassing physical, emotional, and social aspects, each contributing uniquely to employee performance. The positive impact of physical well-being on performance emphasizes the need for holistic well-being strategies in organizational settings. The findings also contribute to the work-life balance literature by illustrating that physical well-being initiatives, such as wellness programs, can significantly improve employees' work efficiency and quality. This underscores the importance of integrating work-life balance practices to foster a healthier and more productive workforce.

Empirical Perspective: The study provides empirical evidence supporting the positive relationship between physical well-being and employee performance among FRSC staff in Oyo State. This evidence corroborates previous research that links physical health to job performance and reduced absenteeism. It also highlights the specific context of FRSC employees, adding to the body of literature on employee well-being in public sector organizations. The research offers valuable insights into the unique context of FRSC employees, suggesting that physical well-being initiatives can lead to significant performance improvements in high-stress and demanding jobs. This adds to the empirical knowledge by focusing on a specific occupational group and geographical location, which can inform tailored interventions.

Practical Perspective: The findings provide actionable recommendations for organizations, particularly in the public sector, to implement comprehensive wellness programs that promote physical health. Such programs can include regular health screenings, ergonomic workspaces, and fitness initiatives, which have been shown to improve employee performance and reduce healthcare costs. By demonstrating the direct impact of physical well-being on job performance,

the study offers practical guidance for organizational leaders to prioritize employee health as a strategy for enhancing productivity and quality of work. This can lead to a more motivated and efficient workforce, ultimately contributing to the organization's success and sustainability.

5.5 Suggestions for Further Studies

Based on the limitations identified in your study on the impact of employee well-being on performance among FRSC workers in Oyo State, several areas for further research can be suggested to enhance the understanding and robustness of the findings.

Future studies should incorporate qualitative methods, such as interviews or focus groups, to complement quantitative data. This approach would provide deeper insights into the personal experiences and perceptions of FRSC employees regarding well-being, organizational culture, and performance. Conducting longitudinal research would help establish causal relationships and observe changes over time. Tracking employee well-being, organizational culture, and performance over several years could reveal long-term trends and impacts that a cross-sectional study cannot capture.

Expanding the sample size to include more FRSC employees across different states or regions would improve the generalizability of the findings. A diverse sample would also help to identify if and how regional differences impact the relationship between well-being, culture, and performance. Combining quantitative and qualitative data through mixed-methods research can provide a more comprehensive understanding of the phenomena under study. This approach allows for the validation of quantitative findings with qualitative insights and vice versa.

This study could also conduct a comparative study by comparing FRSC workers with employees from other similar organizations such as LASTMA, VIO, the POLICE, both within Nigeria,

could highlight unique and common factors influencing well-being and performance. Such comparative studies would help identify best practices and areas needing improvement with the Nigeria public service.

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Research Questionnaire

Employee Well-being, Organizational Culture and Performance of Personnel in Federal Road Safety Commission in Oyo State

Dear Participant,

Thank you for participating in this study. I am Ezekiel Modebayo TAIWO, an MSc Student of Lead City University. Your feedback is invaluable in understanding the state of employee well-being, organizational culture, and employee performance among Federal Road Safety Commission (FRSC) workers in Oyo State. Please answer the following questions honestly and to the best of your ability. Your responses will remain confidential and will be used for research purposes only.

Section 1: Demographic Information

1. Gender: (a) Male [] (b) Female []
2. Age: _____ years
3. **Highest** Educational Qualification:(a) Secondary School Certificate [] (b)Diploma [] (c) Bachelor's Degree [] (d)Master's Degree [] (e)Doctoral Degree [] (f) Other (please specify): _____
4. How long have you been employed at the Federal Road Safety Commission (FRSC) in Ibadan, Oyo State? _____ years
5. Current position at work: _____

Section 2:

Instruction: please tick (√) the option that best applies to you.

Note: SD - Strongly Disagree, D m- Disagree, U - Undecided, A - Agree, SA - Strongly Agree

S/N	Employee Emotional Well-being.	SD	D	U	A	SA
1	I feel emotionally drained at work.					
2	I feel supported by my colleagues when facing challenging situations at work.					
3	I am satisfied with my job performance.					
4	I feel motivated to perform well in my job.					
5	I believe that my emotional well-being affects my ability to perform my job duties effectively.					

S/N	Employee Psychological wellbeing	SD	D	U	A	SA
1	I feel stressed and anxious in my job.					
2	I feel supported by my colleagues and supervisors.					
3	I feel motivated to perform well in my job.					
4	I feel that my psychological well-being affects my quality of work.					
5	I receive adequate support from my supervisors to manage psychological challenges at work.					

S/N	Employee social well-being.	SD	D	U	A	SA
1	I find it easy to connect to my colleagues at work.					
2	I have a supportive network of friends and family					

	outside of work.					
3	I have opportunities to socialize and engage in activities with colleagues outside of work.					
4	I feel that my organization values employees' social well-being.					
5	I believe that my social well-being impacts my work efficiency.					

S/N	Employee's Physical well-being	SD	D	U	A	SA
1	I have access to adequate health and safety resources at work.					
2	I feel physically safe and secure in my workplace					
3	My work environment promotes good physical health and well-being					
4	I have a physical health condition that limits my output at work.					
5	My organization supports my physical well-being through wellness programs and initiatives.					

Section 2: Organizational Culture

S/N	Work-life balance practices.	SD	D	U	A	SA
1	My organization provides resources and programs to help me manage my work-life balance					

2	I have the flexibility to adjust my work schedule to accommodate personal needs					
3	My organization promotes a culture that values work-life balance					
4	The work-life balance practices in my organization positively impact my physical well-being					
5	The work-life balance practices in my organization contribute to a more productive and effective workforce					

S/N	Questions on Leadership Styles	SD	D	U	A	SA
1	My direct supervisor demonstrates a leadership style that promotes employee well-being					
2	The leadership in my organization fosters a positive work environment that enhances employee well-being					
3	The leadership in my organization effectively communicates goals and expectations, which contributes to employee well-being					
4	I feel that my well-being is supported by the leadership style in my organization					

5	The leadership style in my organization positively impacts the organizational performance of the FRSC.						
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Section 4: Employee Performance

S/N	Work Efficiency	SD	D	U	A	SA
1	I am able to complete my tasks efficiently and effectively					
2	The organization provides the necessary resources and tools for me to perform my job well.					
3	I receive adequate training and development opportunities to enhance my skills and knowledge					
4	I feel motivated to achieve my work goals					
5	I am satisfied with the quality of my work.					

S/N	Questions on Quality of Work	SD	D	U	A	SA
1	I take pride in the quality of work I produce.					
2	I am satisfied with the standards of quality expected of me					
3	The organization values and recognizes high-quality work					
4	I feel my work contributes to the overall success of the organization					
5	I believe the organization prioritizes quality in all aspects of its operations					

Biodata

A. Personal Data

Name: Ezekiel Modebayo TAIWO

Address: No. 5, Iwajowa layout, Salawu Sanusi Street, Bodija circuit, along Ojoo-iwo Express Road.

Email: tmodebayo@gmail.com

Phone No.: 08132957490, 08136037774

Date and Place of Birth: July 30, Ibadan, Oyo State.

Nationality: Nigeria.

Local Government: Ibadan North

Sex: Male

Marital Status: Married

B. Schools Attended with Dates

(a) Lead City University, Ibadan.	2022 – 2024
(b) University of The People, California, USA__	2020 – 2022
(c) University of Ibadan, Ibadan.	2008-2013
(d) Methodist Grammar School, Bodija, Ibadan	2001-2007
(e) Olabisi nursery and Primary school, Ibadan	1996-2000

C. Academic Qualification with dates

(a) Msc Result Awaiting University Senate Approval	2024
(b) MBA	2022
(c) BSC	2013
(d) NECO	2006
(e) Primary School Leaving certificate	2000

D. Working Experience with Dates

Pastor at The Men of Issachar Vision Inc Ibadan, Nigeria	2015 till date.
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Names and Addresses of Referees

1. Dr Niyi Aje
Department of Clinical Pharmacy
University Of Ibadan, Ibadan, Nigeria.
2. Dr Hezekiah Olaniran
Department of Geography
University of Ibadan, Ibadan, Nigeria.

Signature

Date

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The University Compliance Certification

This is to certify that this Thesis was written by Ezekiel Modebayo TAIWO with Matriculation No. LCU/PG/003869 in the Department of Management & Accounting, Faculty of Management and Accounting, Lead City University, Ibadan, is in full compliance with the approved University format and style.

Signature

Date

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